

# Overview and Scrutiny Committee



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11 September 2018

A meeting of the **Overview and Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber** at the Council Offices, Holt Road, Cromer on **Wednesday 19<sup>th</sup> September 2018 at 9.30am.**

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours.

Members of the public who wish to ask a question or speak on an agenda item are requested to notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: [democraticservices@north-norfolk.gov.uk](mailto:democraticservices@north-norfolk.gov.uk)

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so must inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed.

Please note that Committee members will be given priority to speak during the debate of agenda items

**Emma Denny**  
**Democratic Services Manager**

To: Mrs S Bütikofer, Mrs A Claussen-Reynolds, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mrs B McGoun, Mr R Reynolds, Mr E Seward, Mr B Smith, Mr N Smith, Ms K Ward

All other Members of the Council for information.

Members of the Management Team, appropriate Officers, Press and Public.



**If you have any special requirements in order to attend this meeting, please let us know in advance**

If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us.

**Corporate Directors:** Nick Baker & Steve Blatch  
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## A G E N D A

### 1. TO RECEIVE APOLOGIES FOR ABSENCE

### 2. SUBSTITUTES

### 3. PUBLIC QUESTIONS & STATEMENTS

To receive questions / statements from the public, if any.

### 4. MINUTES

(page 07)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 23<sup>rd</sup> May 2018.

### 5. ITEMS OF URGENT BUSINESS

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972.

### 6. DECLARATIONS OF INTEREST

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest.

### 7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

### 8. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

To consider any requests made by non-executive Members of the Council, and notified to the Democratic Services Manager with seven clear working days' notice, to include an item on the agenda of the Overview and Scrutiny Committee.

The following request has been submitted:

1. Corporate Branding – request for information on the corporate re-branding project, including total cost and likely length of time to implement the changes to the Council's existing branding. Any report should include an assessment of the impact on the Communications Team of undertaking this work, including the resources required to implement this project and the impact on overall service delivery and performance.

### 9. RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS

The recommendations from the Rapid Review of the Local Plan were accepted by Cabinet on 3<sup>rd</sup> September 2018.

The primary recommendations from the Asset Management Working Group regarding the Egmore Proposal were rejected by Cabinet on 3<sup>rd</sup> September 2018. The secondary

recommendations conditional on the approval of the Egmere Proposal were accepted by Cabinet on 3<sup>rd</sup> September 2018.

## 10. PUBLIC CONVENIENCE STRATEGY

(page 23)

**Summary:** This report outlines proposals to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure. The report presents a number of options to improve the public convenience service and makes a number of recommendations for a programme of phased capital works to provide new, replacement and remodelled facilities over a five-year period.

### Options considered:

Do nothing

Explore transfer of public convenience provision to town and parish councils

Introduce charges

Invest in making improvements to the quality of the public convenience portfolio

**Conclusions:** The report makes a number of recommendations proposing investment in new and improvements to existing public conveniences in the District recognising their importance as key local infrastructure used by local residents and tourist visitors to North Norfolk.

**Recommendations:** That Cabinet resolves

1. To adopt the report as a statement of the Council's intent in wishing to provide good quality public toilet facilities in locations across the District, recognising that such facilities are key local infrastructure and support the District's thriving tourism economy; building on the District's reputation as "a better place".

2. That Cabinet approves a first phase of programmed works to include:

Re-provision (rebuild) of the following facilities:

- Stearmans Yard, Wells-next-the-Sea.
- Lusher's Passage, Sheringham.

Significant upgrades (to include re-modelling of facilities within the existing buildings) of the following facilities:

- Queens Road, Fakenham
- New Road, North Walsham

A programme of refurbishment (to include deep clean of facilities, upgrading of lighting and internal and external redecoration, provision of new signage) of the following facilities:

- Coast Road, Bacton
- Coast Road, Walcott

Provision of new or significantly improved facilities at West Runton Beach Access and Cart Gap, Happisburgh as previously proposed as part of the Deep History Coast initiative and for which funds have previously been identified

**That Cabinet recommends to Full Council:**

1. That a capital budget be established of £600,000 to fund Phase 1 of the Public Convenience Strategy, to be financed from the Invest to Save Reserve.

**Reasons Recommendations:**

Sound management of the Council's portfolio of public conveniences to provide high quality facilities in support of the District's economy and reputation as "a better place".

**Cabinet Member(s):** Cllr Richard Price

**Ward(s) affected:** Most wards in the District

Contact Officer, telephone number and email:  
Steve Blatch, 01263 516232, [steve.blatch@north-norfolk.gov.uk](mailto:steve.blatch@north-norfolk.gov.uk)

**RECOMMENDATIONS TO COUNCIL**

*The Committee is requested to indicate whether they support the recommendations to Council for the items below. To aid with agenda management, the Chairman has agreed that there will not be a full debate on these items unless Members request one.*

**11. BUDGET MONITORING 2018/19 – PERIOD 4 (page 30)**

**Summary:** This report summarises the budget monitoring position for the revenue account and capital programme to the end of July 2018.

**Options considered:** Not Applicable.

**Conclusions:** The overall position at the end of July 2018 shows an underspend of £218,877 to date for the current financial year on the revenue account, this is currently expected to deliver a full year underspend of £353,027.

**Recommendations:**

1. Cabinet note the contents of the report and the current budget monitoring position;
2. Cabinet agree to the release of £400,000 from the Capital Projects Reserve to fund the required works to the pier;
3. Cabinet agree to waive Standing Orders to allow UK Industrial Services to undertake the required works to the pier

**Reasons for Recommendations:** To update Members on the current budget monitoring position for the Council.

**Cabinet Member(s):** Cllr Wyndham Northam

**Ward(s) affected:** All

Contact Officer, telephone number and email:  
Duncan Ellis, 01263 516330, Duncan.ellis@north-norfolk.gov.uk

## REPORTS TO THE COMMITTEE

### 12. UPDATE ON RECRUITMENT

(page 39)

**Summary:** This report contains an update on recruitment at the Council, with particular reference to 'hard to fill' roles.

**Options considered:** This report is for information and does not contain any decision items.

**Conclusions:** The report concludes that generally, our recruitment campaigns are successful and appointments are made in a timely manner. However, the Council is aware of the corporate risk regarding our ability to recruit, particularly in 'hard to fill' roles. A number of actions have been taken to address this in both Planning and IT. IT is now fully resourced and whilst Planning recruitment remains a challenge, the Council is taking steps to address this in both the short and long term.

**Cabinet Member(s):** Cllr John Lee

**Ward(s) affected:** All Wards

Contact Officer, telephone number and email:  
Sally Morgan, 01263 516 352, sally.morgan@north-norfolk.gov.uk

## OVERVIEW & SCRUTINY WORKING GROUPS/TASK & FINISH GROUP

### 13. ASSET MANAGEMENT WORKING GROUP

(page 45)

To receive an update from the Asset Management Working Group and review the recommendations submitted to Cabinet on 3<sup>rd</sup> September 2018.

### 14. MARKET TOWNS INITIATIVE WORKING GROUP

To receive an update from the Chairman of the Market Towns Initiative Working Group on progress to date.

### 15. BEACH HUTS AND CHALETS TASK & FINISH GROUP

(page 40)

To receive an update from the Chairman of the Beach Huts and Chalets Task & Finish Group.

## WORK PROGRAMMES

**16. THE CABINET WORK PROGRAMME**

**(page 60)**

To note the upcoming Cabinet Work Programme.

**17. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

**(page 63)** To

receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme, training updates and to receive any further information which Members may have requested at a previous meeting (decision list attached at 67)

**18. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph \_ of Part I of Schedule 12A (as amended) to the Act.”

**19. TO CONSIDER ANY EXEMPT MATTERS ARISING FROM CONSIDERATION OF THE PUBLIC BUSINESS OF THE AGENDA**

## OVERVIEW AND SCRUTINY

**Minutes of a meeting of the Overview and Scrutiny Committee held on 18 June 2018 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.**

### Members Present:

**Committee:** Cllr K Ward (Chairman)

Cllr S Bütikofer	Cllr M Knowles
Cllr A Claussen-Reynolds	Cllr N Lloyd
Cllr V Gay	Cllr R Reynolds
Cllr S Hester	Cllr E Seward
Cllr N Smith	

**Officers in Attendance:** The Corporate Director (SB), the Head of Legal and Democratic Services, the Democratic Services Manager, the Democratic Services and Governance Officer (Scrutiny), The Planning Policy Manager, the Head of IT and Digital Transformation, the Policy and Performance Management Officer.

**Members in Attendance:** Cllr R Shepherd, Cllr A Fitch-Tillett, Cllr J Rest, Cllr J Lee (Leader), Cllr R Price (Portfolio Holder for Property and Asset Commercialisation), Cllr B Hannah, Cllr H Cox, Cllr P Grove-Jones, and Cllr W Northam (Portfolio Holder for Finance, Revenue and Benefits).

## 20. APOLOGIES

Apologies were received from Cllr J English and Cllr B Smith.

## 21. SUBSTITUTES

Cllr R Shepherd

## 22. PUBLIC QUESTIONS

No public questions were received.

## 23. MINUTES

The minutes of the Overview and Scrutiny Committee held on 20 June 2018 were accepted as an accurate record and signed by the Chairman.

## 24. ITEMS OF URGENT BUSINESS

None.

## 25. DECLARATIONS OF INTEREST

To be taken, if necessary, at the appropriate item on the Agenda.

## **26. PETITIONS FROM MEMBERS OF THE PUBLIC**

None.

## **27. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER**

No items were submitted for consideration prior to the agenda being published, however several issues were raised during the meeting. These would go forward to the next meeting for the Committee to consider how to respond to such requests and when to schedule them into the Work Programme.

### Questions and Discussion

Cllr S Bütikofer stated that she would like the district's public conveniences to be discussed.

Cllr A Claussen-Reynolds requested that the Police and Crime Commissioner be invited to the Committee to discuss the rise in online scamming activities. The Democratic Services Manager agreed that the Committee was overdue for an update and would contact the Commissioner. The Chairman added that there had not been a general update on crime and disorder for some time and asked this to be added to the work programme.

Cllr B Hannah stated that he had attended a positive meeting with the Coastal Forum in Trimmingham, at which a Project Manager from the Water Management Alliance had been in attendance. He asked if it would be possible to invite Planning Officers to future discussions. Cllr A Fitch-Tillett stated that there was a lack of understanding on the work of the Internal Drainage Boards. She informed the Committee that Members did not always attend these meetings, which she found surprising taking into consideration that the Council paid a significant sum into the region's drainage levy. The Chairman reminded the Committee that the Planning Policy Manager had given a comprehensive response on flooding in the Local Plan Rapid Review, but suggested that it should be added to the Pre-Council Briefing for Member's.

Cllr S Bütikofer referred to the request for a crime and disorder update, and suggested that the Committee should discuss the loss of PCSOs in the district. The Corporate Director (SB) suggested that this issue should be separated from the Police and Crime Commissioner, and recommended that the District Commander Superintendent Chris Harvey should be invited to discuss this issue as it was an operational issue for the Constabulary, rather than for the PCC. Cllr E Seward added that he would like to ask the Police and Crime Commissioner why he believes it would be advantageous for him to run the fire service in Norfolk.

The Chairman referred to the Annual Action Plan and the reference to a Business Process Review in HR. She asked whether recruitment was part of the BPR and suggested that the Committee should receive an update from the HR Manager on recruitment, with particular attention paid to the issue of attracting candidates for professional posts.

## **28. RAPID REVIEW OF THE LOCAL PLAN**

The Chairman introduced the Rapid Review of the Local Plan and informed the Committee that a number of recommendations had been produced. The Report can be found in Appendix A.

### Questions and Discussion



The Planning Policy Manager thanked the Committee for hosting the Rapid Review, and stated that overall the day had proven more beneficial than expected. He added that attendance had been slightly disappointing and suggested that a wider representation of Members would have helped to improve understanding of the Local Plan. Overall, he suggested that the Rapid Review had been a positive investment of time. Cllr J Lee stated that he appreciated the comments, but wanted to place on record his concerns about how the recommendations would be implemented, and suggested that this may place further strain on Officers. The Chairman replied that resourcing would be covered within the recommendations to Cabinet. She added that the purpose of the Rapid Review was to have a broader conversation about identifying and mitigating risks in the Local Plan and wanted to ensure that adequate resources were a part of this.

Cllr A Fitch-Tillett stated that as a Member of the Planning Policy and Built Heritage Working Party, many of the questions in the Rapid Review could have been answered if Members attended these meetings. She also agreed that Member's attendance of the Rapid Review had been disappointing. The Chairman suggested that it was not always possible for Members to attend all meetings. She added that this was one of the reasons for the recommendation on improving Member and community engagement. Cllr P Grove-Jones suggested that the Local Plan had no impact on the wards of some Members and they therefore had very little incentive to attend the Rapid Review. The Chairman stated that the challenge was maintaining the support and engagement of Members and the community over the period of preparing the Local Plan which involved several stages. Cllr R Reynolds stated that the Planning Department were well aware of the issue, but had found it difficult to address. He added that the team still did an excellent job.

The Chairman informed the Committee that the aim of the review was to highlight risks and offer recommendations to improve the Local Plan. She stated that overall it had been a helpful and positive review, but accepted that it had raised some challenges. Cllr V Gay suggested that the extra resources may not necessarily have to be qualified Planning Officers and stated that the review was not intended to be a burden on Officers. Overall she felt that the rapid review had helped to inform the Committee why the Local Plan was so important.

The Corporate Director (SB) stated that he had been unable to attend the review, but acknowledged that feedback had been positive. He added that a helpful summary had been provided and suggested that the attendance should be logged as a matter of record. On recruitment, he informed the Committee that a rolling advert was being used to recruit Senior Planning Officers and that a number of people were to be interviewed for roles in the Planning Team in the next couple of weeks. However assuming there were strong candidates identified through this process, it was unlikely that any new employees would be able to start at NNDC until October. He stated that the concerns surrounding a lack of both Member and community engagement in the Local Plan process needed to be addressed, and a Local Plan newsletter had been issued to this effect. He then reminded the Committee that all 48 Councillors could assist in promoting and facilitating greater community engagement through their ward level contacts.

Items such as the Objectively Assess Need (OAN) and the revised forthcoming National Planning Policy Framework were noted to be fluid by the Corporate Director (SB), and it was therefore recommended that NNDC remain flexible in its response to these items. He added that the work around specialist housing would carry forward into January, and that Developer obligations such as the Community Infrastructure Levy (CIL) needed to be revisited.

The Corporate Director (SB) stated that feedback on David McGrath of Link Training Services had been good, but the issue of Member attendance across the Rapid Review

and Working Party required further consideration, as it suggested that some still felt detached from the Local Plan process. He added that he also felt that a discussion on the strength of the economy in North Norfolk was needed, as it had not been discussed at any length during the rapid review. The Chairman stated that one intention of the Rapid Review was to learn how to manage the process in-house going forward.

Cllr B Hannah spoke in defence of Members that could not attend, and reminded the Committee that many Members have other commitments outside of the Council. The Corporate Director (SB) acknowledged that Members could not attend every meeting, but reminded the Committee that planning policy development was an ongoing process that Members could get involved in at any point. Cllr V Gay stated that in her experience the Committee must simply continue to encourage attendance.

The Chairman suggested that for the next Rapid Review Members should be given the opportunity to add their input earlier to allow more time for Officers to complete their response.

For clarification, the Democratic Services Manager stated that a total of sixteen Members equal to one third of all Councillors had attended the Rapid Review, and this was considered good attendance for a one-off event.

The Chairman asked the Committee to take a vote for the recommendations en-bloc, the vote was proposed by Cllr V Gay and seconded by Cllr E Seward.

## **RESOLVED**

**Recommendations from Rapid Review were agreed and would be sent to Cabinet.**

## **29. DIGITAL TRANSFORMATION UPDATE**

This item was brought to the Committee for information only, however there were several questions from Members and the Head of IT and Digital Transformation was in attendance to provide answers.

### Questions and Discussion

Cllr S Bütikofer thanked the Head of IT and Digital Transformation for his attendance, then referred to section 2.2 of the report and asked why there had been issues with direct debit payments on the NNDC website. The Head of IT and Digital Transformation replied that there had been delays in arranging the legal signing and operating of direct debit payments using the existing IT infrastructure. He continued that these were one-off issues that needed to be overcome and around eighty percent of customers had now used the self-service direct debit function. Cllr S Bütikofer asked when the self-service system had gone live and how it was performing. The Head of IT and Digital Transformation stated that the system went live between late February and early March but had not yet been actively marketed, then noted that it had worked well so far.

Cllr S Bütikofer referred to the cleansing of data and asked whether this would include Members. The Head of IT and Digital Transformation replied that this related to GIS data that was mainly comprised of address lists and was a matter of accuracy rather than security.

Cllr N Lloyd congratulated the Head of IT and Digital Transformation and his department on their work, then asked how the Council was proving and verifying its savings figures.

He added that the report suggested that there appeared to be a four year return on investments and made reference to a discrepancy in the savings figures with page 24 of the report referring to £375k of savings, and page 28 referring to £428k of savings. He said he would like to know which figure was correct. The Chairman stated that she would ask for a written response to be given on this question. The Head of IT and Digital Transformation replied that he would provide a written response, but informed the Committee that these figures were produced by the Finance Team. He added that the confusion may have been caused by a discrepancy between the projected and actual savings. The Chairman reiterated the need for a clarified response to be given in writing and added that she would like to see a comparison between the savings 'banked' and the projected savings for Phase 1, and how the projected savings were calculated.

Cllr R Reynolds thanked the Head of IT and Digital Transformation for compiling an excellent report and stated that it covered Phase 2 of the DTP well. The Chairman stated that Phase 1 required further clarification.

### **30. ANNUAL ACTION PLAN 2018/19 AND ANNUAL REPORT 2017/18**

The Annual Action Plan had come back to the Committee at the request of the Chairman.

#### Questions and Discussion

It was confirmed that the recommendations had been implemented and the Chairman asked if the Committee was satisfied. Cllr N Lloyd agreed that the data had been updated and it was now a robust report. The Chairman agreed that data had been added and necessary changes made. She then thanked the Policy and Performance Management Officer for making the recommended changes.

Cllr S Bütikofer stated that some actions were slightly unclear and could be improved. She referred to page 36 of the report which indicated a net loss of 1.5k jobs from the numbers of people employed in the District and suggested that the Council should have an aim to slow and reduce this number. She then stated that she would like to see how the reduction in numbers of people employed in the District would be addressed moving forward.

Cllr E Seward questioned how the results expected in March or April would be measured, and suggested that it would be helpful to include an indication on the progress of target delivery in future reports. He said that at Scottow Enterprise Park there had been delays and below par performance, then asked how this issue could be avoided at the Egmore Enterprise Zone. He went on to state that there was nothing in the Annual Action Plan to ensure that targets were achieved by March 2019. The Chairman replied that the report was the first version of an edited report that had been carried out at a high level and said that it might be helpful if more of the targets were SMART. The Corporate Director (SB) stated that work would begin in Autumn to set the direction of the future Corporate Plan and this would be refined and agreed in May following the elections. With reference to Scottow, he explained that the site was owned by Norfolk County Council, but situated within the North Norfolk District where the Council was the local planning authority, meaning NNDC was not the project leader. As a result, whilst NNDC had provided planning permission allowing re-use of buildings within the former Technical Site Area with a cap of up to 105 HGV movements per week, the significant increase in the number of businesses occupying floor space at the site could not be fully attributed to NNDC. Cllr E Seward replied that he had used the example to demonstrate issues with the current version of the Annual Action Plan, then asked that the report for Egmore be brought to the Committee.

The Policy and Performance Management Officer stated that many projects in the current Annual Action Plan were long-term projects, but the Annual Report's focus was for 2017/18. She then offered to provide more detailed information on specific issues upon request and it was agreed that Members could contact her directly for this information.

Cllr S Hester stated that it would be helpful to have an overall figure for employment in the district, then improvement figures could be viewed relative to the total. The Policy and Performance Management Officer replied that the Head of Legal Services had already started organising this data in preparation for the new Corporate Plan.

Cllr V Gay referred to page 38 of the agenda on tourism in the district, she stated that the layout was clear but asked why the only item of focus was the Deep History Coast. She then asked what other items could be focused on and how the number of visitors to North Norfolk was measured. She suggested that it appeared that a level of explanation was missing from the report overall. The Chairman informed Cllr V Gay that the report was not intended to document all items, just those relevant to the Corporate Plan. The Corporate Director (SB) confirmed this and reiterated that the report did not cover all of the Council's work, just the work relevant to the Corporate Plan.

Cllr H Cox stated that a member of the public had recently asked a question about local trade in Cromer, to which a thorough response had been drafted by the Data Analyst. She asked that it be shared with Members.

Cllr E Seward referred to page 32 paragraph 1.2 of the agenda, and stated that previously the Council had been "suffocated" by performance targets, and though their removal was welcomed, it had provided a clear indication of the Council's performance. He continued that it may now be necessary to develop an alternative method of measuring the Council's performance against other similar sized authorities. The Chairman agreed and said this was the driver behind the previous request for benchmarking, adding that it could highlight underperformance as well as innovation and best practice. She went on to say that following the Council's change to no overall control the LGA had provided support to Members and Officers and said that it would be helpful to receive an update on the support that had been provided so far. The Corporate Director (SB) said that it was important to scrutinise robust data sets, and that the Council had shared recent significant areas of success such as business Rates and Council Tax collection figures which placed the Council in the top 12% of all authorities with Members. He stated that some services would be more difficult to measure against other authorities as they may not be comparable owing to the fact that not all authorities provided public toilets, or had Blue Flag beaches for example. He suggested as an alternative that the Council could look to measure performance on a cost per user basis, but advised the Committee that a decision needs to be made on how much time the Council spends on monitoring its performance as opposed to doing the work.

Cllr S Bütikofer stated that all authorities measure customer satisfaction, then referred to page 52 of the agenda that gave a satisfaction rating of 100% and asked how this had been measured. The Head of IT and Digital Transformation replied that a metric had been used to arrive at the 100% figure and this was done quarterly. He informed the Committee that this data was based on the 20% of customers that had responded to the satisfaction survey. He added that the complaints data was measured separately. Cllr J Lee thanked the Policy and Performance Management Officer for the report and said that Cabinet was please to support it.

Cllr E Seward referred to the North Walsham Public Service Hub that had been identified in the report, and asked for more detail. The Corporate Director (SB) replied that this was a mistake and the report should have stated the site was in Fakenham (Fakenham

Connect) and not North Walsham. He added that there was an aspiration to deliver a similar multi-agency public service gateway in North Walsham, but at present there was no appropriate building able to accommodate such a hub. The Committee was informed that previously the Council had attempted to secure the former Northfield Surgery building in the town for this purpose, but could not reach an agreement with the NHS. The Corporate Director (SB) added that it was still an aspiration of the Council to see a multi-agency public service gateway provided in North Walsham, but as it was not leading the project, it relied on NCC to identify possible site opportunities and no more information was available at this time. Cllr E Seward was informed of the Officer responsible for the project at NCC and stated that he would attempt to determine the progress as a County Councillor. Cllr J Rest asked if the Northfield Surgery building was still available and was informed by the Corporate Director (SB) that NHS England had sought to advertise the asset for sale for residential development but sought a value which didn't respect the requirement to provide affordable housing as required by Local Plan policies and that at present the building was being used to deliver Norfolk Child Health Services at the county level.

## **RESOLVED**

**To receive the Annual Action Plan 2018-19 and the Annual Report 2017-18.**

### **31. ASSET MANAGEMENT WORKING GROUP**

This item was deferred until the next meeting to allow further time for appointments to the Working Group to be made.

### **32. BEACH HUTS AND CHALETS TASK & FINISH GROUP**

Cllr M Knowles gave a brief update on the progress of the Task and Finish Group and informed the Committee that progress continued to be made.

#### Questions and Discussion

Cllr M Knowles informed the Committee that minutes for the last meeting were awaiting approval and would be circulated amongst Members once they had been agreed. He informed the Committee that a report was being drafted and would be ready to view by the next meeting. He added that he would not be able to attend the meeting himself but would ensure the report was available to view.

### **33. MARKET TOWNS INITIATIVE WORKING GROUP**

Cllr S Bütikofer informed the Committee that the MTI launch event had been a success and was well received amongst the public.

#### Questions and discussion

Cllr S Bütikofer stated that the draft minutes were attached to the agenda but reminded Members that they were subject to change. The Chairman asked if a date had been agreed for the next meeting and was informed that it had not yet been agreed.

### **34. THE CABINET WORK PROGRAMME**

The Democratic Services Manager provided an update on the Cabinet work programme.

### **35. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE**

The Democratic Services and Governance Officer provided an update on the Overview and Scrutiny Work Programme.

#### Questions and Discussion

It was agreed that the next Rapid Review would be on recycling as opposed to the scheduled housing review to allow time for housing figures to be published.

Cllr R Reynolds referred to the Norfolk County Community Safety Partnership Scrutiny Panel, for which he was the Council's appointed representative. He said that a report had been completed on the difficulties faced by police on tackling trafficking over county lines. He added that Norfolk had been targeted due to its vulnerability, and that arrests often involved London residents.

The Democratic Services and Governance Officer informed the Committee that the Norfolk Health Overview and Scrutiny Committee Work Programme had been supplied by Cllr A Claussen-Reynolds and would be circulated to Members.

Cllr E Seward asked when the Egmore Enterprise Zone would be brought to the Committee for consideration and the Chairman proposed to refer this business case to the Asset Management Working Group once established.

The Democratic Services and Governance Officer informed the Committee that an invitation had been offered for Members to visit the NEWS' recycling facility prior to the Recycling Rapid Review. Concerns were raised regarding health and safety but it was agreed these would be addressed by the Environmental Services Team.

The meeting ended at 11.07 am

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Chairman

## **APPENDIX A**

### **RAPID REVIEW OF THE LOCAL PLAN**

Summary: On 4<sup>th</sup> July 2018 the Overview & Scrutiny Committee carried out a 'rapid review' of the Local Plan. The review assessed the status and health of the plan and current arrangements to progress it.

Conclusions: The Committee considered the prepared written responses on four broad themes; housing, environmental policies, developer obligations and resources. Questions were asked of the Portfolio Holder for Planning and the Planning Policy Manager and a series of recommendations were made.

Recommendations: 1. That Overview & Scrutiny Committee approves the recommendations set out at **Appendix A**

2. That the Committee reviews the 'Outcome tracker' (**Appendix B**) and agrees target dates for review.

Cabinet Member(s)	Ward(s) affected
Contact Officer, telephone number and email:	

## 1. Introduction

- 1.1 On 4<sup>th</sup> July 2018 the Overview & Scrutiny Committee held a 'rapid review' of the Local Plan. Before the review the Committee met to establish the themes that they wished to focus on and to agree key lines of questioning for the rapid review.
- 1.2 Nine themes were initially agreed upon; delivering housing targets, internal resources, availability and deliverability of current land, consideration of smaller sites to deliver new homes, NPPF impact on council's baseline target, AONB and landscape protection, developer contributions to new developments, strategic flood risk issues and social and affordable housing / second homes
- 1.3 These themes were sent to the Planning Portfolio Holder and the Planning Policy Manager for a written response. The responses were collated into four themes; housing, environmental policies, developer obligations and resources.
- 1.4 A timetable for the day together with the responses and key lines of questioning were circulated to all Members in advance of the rapid review with the request that anyone who wished to raise any further questions on the day should submit them in advance.
- 1.5 On the day of the rapid review the Committee met an hour before the start to agree which Member would put forward specific questions. This was to ensure that the questions were managed effectively and avoided duplication.

## 2. Rapid Review – 4<sup>th</sup> July

- 2.1 It was agreed that the questions would be put to the Planning Portfolio Holder and the Planning Policy Manager together to allow a joint response. The themes were addressed in the order set out above and 'headline' discussions are highlighted below.
- 2.2 **Housing**

- 2.2.1 It was established that the Council had not yet received its received its OAN (Objectively Assessed Need) target for the year. The current OAN was 409 dwellings, but this was expected to rise to approximately 540.
- 2.2.2 Contingency plans were discussed if it looked like that the Council's five year land supply might be at risk. It was confirmed that there were contingencies already in place (Plan B) but there were additional options available that could be considered if the need arose. In total there were five contingency plans identified by the Committee.
- 2.2.3 It was established that the predicted OAN could fall in the future as demand for housing declined across the district. It was suggested that if this was the case the OAN could fall to approximately 420 if current projections are confirmed.
- 2.2.4 The Planning Policy Manager said that OAN 'plus' would be a good position to deliver above the minimum requirement and encourage growth. It was likely that Cabinet would make the decision in October 2018.
- 2.2.5 Cross party support for the Local Plan was critical to ensure work continued uninterrupted beyond the Local Elections in 2019 and it was agreed that all members should be fully engaged in the any discussions regarding the policy options relating to the level of the OAN which will be included in the draft Local Plan. Planning Policy & Built Heritage Working Party should give consideration as to how this engagement should be implemented.
- 2.2.6 Affordable housing was priced at 80% market value and social housing was priced at 60% market value. It was felt that this was not sufficient for the region and solutions should be fully explored.

### **2.3 Environmental Policies**

- 2.3.1 Encouraging building on long-standing Brownfield sites should be encouraged and a more 'flexible' brownfield sites policy could address this.
- 2.3.2 Policy SS2 (Development in the Countryside) was discussed and it was felt that an up to date evidence base on the Policy should be produced to ensure the balance of economic development with countryside protection, particularly in relation to micro businesses' start-up businesses, businesses which provide services to our aging demographic and small growth developments to improve the sustainability of villages.
- 2.3.3 The value of Conservation Area Appraisals to strengthen the Council's policy position was established. It was felt that a regular updates on progress with new and updated Conservation Area Appraisals would be useful and a rolling programme of review should commence as per the recommendation.

### **2.4 Developer Obligations**

- 2.4.1 Members discussed potential inadequacies in the District's community infrastructure. Concerns were raised that many small developments did not meet the threshold that required them to build supporting infrastructure. for the communities. The Community Infrastructure Levy could provide a solution to this but the implications of introducing CIL should be fully explored.
- 2.4.2 CIL was not the only option available and alternatives for generating funding for infrastructure could be explored, including the introduction of a local infrastructure levy scheme.



- 2.4.3 Learning from other similar local authorities could be beneficial and enable the Council to learn from best practice.

## **2.5 Resources**

- 2.5.1 Members discussed putting additional support in place to ensure that there was full engagement regarding the Local Plan. It was agreed that this should commence in the autumn and should be ongoing and proactive.
- 2.5.2 Concerns were expressed about ensuring parishes and towns were also regularly updated. The committee requested that if it was clear that the Local Plan would not be ready for consultation by January 2019 then a revised timetable should be issued and affected parishes must be briefed accordingly.

## **3. Additional representations**

- 3.1 **Social housing and poor transport links** – concerns were raised regarding the siting of some social housing in areas with poor transport links. It was suggested that members should inform officers if they were aware of such sites.
- 3.2 **Duty to Co-operate** – the issue of the impact of neighbouring authorities failing to produce a Local Plan was considered. Members were advised that this was not considered to be a material risk and that the Norfolk authorities were working to the same timetable and the Forum would be requesting that each Council stated where they stood on their ability to address their housing target.
- 3.3 **Balanced growth** – the Planning Policy Manager and the Portfolio Holder for Economic Development both spoke about the need to balance housing with economic growth, although it should be acknowledged that there could be tensions between employment growth and housing growth. The Portfolio Holder for Economic Development reminded Members that the 2008 plan had identified sites for employment land and several of these had not been delivered. In addition, there had been several occasions where businesses wanted to expand but had been unable to find sites suitable for their needs. Mixed allocations could be a way forward as this would widen the choice available to businesses wanting to locate in the District.
- 3.4 **Micro-businesses in rural areas (including agricultural buildings)** - current policies were discussed and members were advised business owners had to justify that their business required a rural location. This could be widened out to ensure flexibility as there was currently insufficient good quality accommodation for small businesses. It was agreed that the policy could be strengthened whilst acknowledging that this would have a cost to developers.

## **4. Rapid Review of Housing**

Several issues were identified as being suitable for further consideration under the rapid review of housing which will take place later in the year:

- 4.1 Housing Growth – low incomes and high prices. Current methodology suggested that if the supply of housing was increased then prices would fall. This was not reflected in North Norfolk and should be considered further.
- 4.2 St Ives Principle – If applied in North Norfolk this could encourage people to purchase properties as their main residence rather than as a second home, whilst acknowledging that this could lead to ‘dormitory towns’.
- 4.3 Mixed use developments – as discussed above, these should be looked at further to see if economic developments could be included as part of housing developments.
- 4.4 Accommodation for elderly people – consideration should be given as to how the Council could ensure that sufficient suitable accommodation was available. It was agreed that benchmarking with similar local authorities could be beneficial with this.
- 4.5 Re-establishment of the Housing Forum held amongst similar authorities (ie those with coastal issues, second homes, tourism etc) could help address issues within housing across the County.

## **5. Conclusion**

- 5.1 The Committee established a series of recommendations on the key themes presented to them (attached at Appendix A). Once agreed by the Committee these will be referred to the relevant Committee or sub-committee for consideration.
- 5.2 The recommendations would be tracked by the Overview and Scrutiny Committee to ensure that proposed outcomes and benefits were achieved (attached at Appendix B).

## **6. Financial Implications and Risks**

There are no financial risks arising from the Rapid Review. However, failure to publish a Local Plan could have financial implications for the Council. It is intended that the rapid review will ensure that the process for producing a Local Plan is robust and any challenges are addressed.

# **Recommendations from the Rapid Review of the Local Plan**

## **General**

### **To recommend to Planning Policy & Built Heritage Working Party:**

- 1. That the timetable for the Local Plan (written in plain English) is published in a prominent place on the Council’s website (e.g. front page) and is regularly updated to reflect any changes made.

### **To request of the Planning Policy Manager:**

- 2. That clarification is given to as to why the Council has not been notified of the revised Objectively Assessed Need (OAN) housing figures, if it is shown that other Districts have been notified already.
- 3. That once notified of this figure, a statement will be provided to Overview and Scrutiny Committee regarding the consequences and how this figure supports or changes the risks for NNDC and whether additional mitigation is needed.

## **Housing**

### **To recommend to Planning & Built Heritage Working Party:**

1. That work is commenced in relation to the evaluation and generation of contingency sites ('Plan B') to establish whether it is required and any associated risks with pursuing this option. This work should be undertaken so that an informed decision can be made in the autumn.
2. That cross party support for the Local Plan is critical to ensure work continues uninterrupted beyond the Local Elections in 2019 and therefore that **all** Members are fully engaged in the consideration of the policy options relating to the level of the OAN which will be included in the draft Local Plan, recognising that Full Council will approve the final version of the Local Plan and that Overview & Scrutiny Committee can make recommendations to Council if they feel that the above issues have not been addressed.
3. That Overview & Scrutiny Committee receive a further report from the Planning Policy Manager in October 2018 to
  - (a) consider the revised OAN data and any policy options and implications
  - (b) provide pre-decision scrutiny and
  - (c) support a mechanism to engage all members in the assessment of key policy choices, including referral to and consideration by Planning Policy & Built Heritage Working Party.

### **To recommend to Cabinet:**

4. That benchmarking is undertaken against similar authorities (demographics, topographic, housing mix) to ensure that the Council is following best practice in its approach (through the Local Plan) to the provision of :
  - (a) an appropriate housing mix
  - (b) suitably designed accommodation for an ageing population and
  - (c) mixed allocation sites
5. That further policy work is undertaken with particular reference to innovations in the provision of affordable housing, including a local definition of affordable products (e.g. what is 'usefully affordable' across North Norfolk?).

## **Environmental Policies**

### **To recommend to Cabinet:**

1. A more 'flexible approach' regarding the Council's policy on brownfield sites e.g. to incentivise land owners to bring forward potentially suitable brownfield sites for housing, commercial or mixed-use development and to recognise that a 'one-size fits all' policy on brownfield sites does not reflect the diversity across the District.

### **To recommend to Planning Policy & Built Heritage Working Party:**

2. That an up to date evidence base on Policy SS2 (Development in the Countryside) is produced to balance economic development with countryside protection, particularly

in relation to micro businesses' start-up businesses and businesses which provide services to our aging demographic.

3. The introduction of a rolling programme of reviewing and updating Conservation Area Reviews prioritised to reflect potential or anticipated development applications as this will provide additional protection from developer challenge in appeal situations as evidenced by the Conservation Officer submission to the Rapid Review.
4. To request that the Planning Policy Manager provides a written response regarding the incomplete sentence on page 22 of the papers.

### **Developer Obligations**

#### **To recommend to Cabinet:**

1. That the Council undertakes a review of whether the introduction of the Community Infrastructure Levy (CIL) as a policy for the Council should be considered, highlighting the pros and cons for the District, any risks to particular parts of the District and the resource implications of introducing CIL.
2. That alternative options for generating funding for infrastructure should be explored and research should be undertaken to understand what other local authorities have tried so we learn from good practice.
3. That consideration is given to the introduction of a local infrastructure levy scheme whilst considering the risks to local developers being priced out of the market.

### **Resources**

#### **To recommend to Planning Policy & Built Heritage Working Party:**

1. That a communications and engagement plan is produced and implemented to ensure that Members and local communities are fully engaged with the Local Plan process and supported to respond to challenges. This should commence in Autumn 2018 as mitigation against a further delay and should be resourced with appropriately qualified and skilled communications and change professionals.
2. That if it is apparent by October 2018 that the Local Plan will not be ready for consultation in January 2019, that a revised timetable is published and all affected parishes are actively briefed and a revised risk assessment is undertaken to understand what mitigation is needed to support the five year land supply in this scenario.

#### **To request of the Planning Policy Manager:**

3. That the update to the Overview & Scrutiny Committee in October 2018 will include a full or interim response to all recommendations made following the high level review, including any new emerging risks and the proposed mitigation.

#### **Recommendation to Overview & Scrutiny Committee:**

Summary of recommendation	20 How will we know that we have made a beneficial difference e.g. SMART outcomes?
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1: Timetable for local plan prominently visible on website with timely updates	Timetable for local plan prominently visible on website with timely updates
2: Clarify to O&S why OAN figures not received	Provided to O&S meeting on X date
3: Update O&S on OAN figures and implications	Provided to O&S meeting on X date
4: Commence work to assess whether contingency plan B is required	Initial work completed and decision made by PPBHWP in the autumn on status of 'Plan B'
5: Cross party platform built to ensure stability in LP progress – through engagement with all Members	Engagement programme put in place to ensure cross party mechanism in place for consideration of policy options relating to OAN level – <b>before</b> Full Council approves the final version of the Local Plan
6: Use a benchmarking strategy to establish best practice in (a) housing mix (b) housing for an ageing population (c) mixed use allocations	New strategy commenced on x date, completed on y date and is now informing the z strategy
7: Produce a new flexible and innovative brownfield site use strategy to incentivise owners to bring sites forward	New strategy produced and agreed by X on Y date. Z number of new brownfield sites brought forward for assessment
8: Update of Policy SS2 needed to balance micro business use and countryside protection	Completed on X date.
9: Introduce a rolling programme of reviews and updates for Conservation Area Reviews	Prioritised list of CAR's agreed on x date to be completed by y date
10: Review the need for a CIL	Completed on X date
11: Alternative options for funding for infrastructure to be explored including Local Levy infrastructure scheme (and risks)	Completed on X date
12: Produce a communications and engagement plan for communities and members	Completed on X date. Members and communities surveyed and report good awareness of local plan
13: Produce a revised timetable and new risk assessment in the event of delay and engage communities	Subject to status report of local plan by Oct 2018
14: All outcomes are tracked and reported to O&S	All outcomes reported back and progress (or otherwise) considered by O&S and the PPBHWG

1. That the outcomes of all recommendations are 'tracked' by Overview & Scrutiny Committee to assess their impact and effectiveness.



### Public Convenience Strategy

**Summary:** This report outlines proposals to improve the standard and quality of the District Council's public conveniences as a key element of the district's local infrastructure. The report presents a number of options to improve the public convenience service and makes a number of recommendations for a programme of phased capital works to provide new, replacement and remodelled facilities over a five-year period.

**Options considered:** Do nothing

Explore transfer of public convenience provision to town and parish councils

Introduce charges

Invest in making improvements to the quality of the public convenience portfolio

**Conclusions:** The report makes a number of recommendations proposing investment in new and improvements to existing public conveniences in the District recognising their importance as key local infrastructure used by local residents and tourist visitors to North Norfolk.

**Recommendations:** **That Cabinet resolves:-**

**1. To adopt the report as a statement of the Council's intent in wishing to provide good quality public toilet facilities in locations across the District, recognising that such facilities are key local infrastructure and support the District's thriving tourism economy; building on the District's reputation as "a better place".**

**2. That Cabinet approves a first phase of programmed works to include:-**

- re-provision (rebuild) of the following facilities:-
- Stearmans Yard, Wells-next-the-Sea.
- Lusher's Passage, Sheringham.

**Significant upgrades (to include re-modelling of facilities within the existing buildings) of the following facilities:-**

- Queens Road, Fakenham
- New Road, North Walsham

**A programme of refurbishment (to include deep clean of facilities, upgrading of lighting and internal and external redecoration, provision of new signage of the following facilities:-**

- **Coast Road, Bacton**
- **Coast Road, Walcott**

**Provision of new or significantly improved facilities at West Runton Beach Access and Cart Gap, Happisburgh as previously proposed as part of the Deep History Coast initiative and for which funds have previously been identified**

**That Cabinet recommends to Full Council:-**

- 1. That a capital budget be established of £600,000 to fund Phase 1 of the Public Convenience Strategy, to be financed from the Invest to Save Reserve.**

Reasons  
Recommendations: Sound management of the Council’s portfolio of public conveniences to provide high quality facilities in support of the District’s economy and reputation as “a better place”

Cabinet Member(s)	Ward(s) affected:
Cllr Richard Price	Most wards in the District

Contact Officer, telephone number and email:

Steve Blatch - 01263 516232

steve.blatch@north-norfolk.gov.uk

**1.0 Background:-**

- 1.1 North Norfolk District Council owns and operates 39 public conveniences in locations across the District and, against a trend of local authorities withdrawing from such provision due to increasing budget pressures, has maintained the number of facilities it provides, such that it has one of the largest stock of public convenience facilities of any local authority in the country (see Appendix 1 for comparisons).
- 1.2 Despite the financial constraints faced by all local authorities, North Norfolk District Council regards the provision of public conveniences as a key area of public service provision and local infrastructure, which is important to local residents and visitors to the District, underpinning the District’s tourism and town centre economies.
- 1.3 Cabinet has recently expressed a wish to improve the quality of public conveniences provided by the authority and has asked officers to advise on opportunities to develop a programme of improvements to include re-provision of some facilities through new build or major re-modelling of existing facilities, through to a more modest programme of deep cleaning, updating and re-decorating other facilities.
- 1.4 At the same time, the Council’s Overview and Scrutiny Committee has requested information regarding the current operation of the public conveniences provided by the authority to gain a better understanding of costs, cleansing regimes, opening hours etc.



1.5 This report therefore seeks to bring together these two pieces of work and provide the basis for the future allocation of resources, both capital and revenue, and possible revisions to operating arrangements – ie. opening hours, cleansing arrangements etc, with the objective of improving the standard and quality of the public conveniences provided by the Council, in support of the Council's Corporate Plan aspirations around supporting the local economy and vibrant communities whilst delivering quality, value for money services.

## **2.0 Current public convenience provision:-**

2.1 North Norfolk District Council provides 39 public conveniences in locations across the District – including in seafront areas, public car parks, town and village centres and rural locations along the coast and within the Broads. A list of the public conveniences operated by the Council detailing location, type of facilities and opening hours is attached at Appendix 2 of this report.

2.2 The Council has, in recent years, attempted to improve the quality of its public convenience facilities as opportunities have presented themselves, particularly through siting new facilities alongside or within other facilities so as to provide passive surveillance and reduce incidents of vandalism and anti-social behaviour – such as at the North Norfolk Information Centre, Cromer Pier and Rocket House and the West Prom in Cromer and through the transfer of land at Station Approach, Sheringham to the North Norfolk Railway which is better placed to manage such facilities and extend opening hours around events etc.

2.3 However, this programme has not taken a strategic approach in seeking to improve facilities in locations across the district as a whole, such that the facilities in a number of locations, particularly the towns of Sheringham, Wells, Fakenham and North Walsham; together with some facilities at rural beach locations such as Bacton, Walcott and West Runton; are quite dated and modest in their provision.

2.4 Further, a number of facilities in the main tourist areas have seen a significant increase in use over recent years as the appeal of the District has increased, meaning that the capacity of the facilities is no longer considered to be sufficient to meet levels of use / demand, resulting in the Council incurring rising costs in servicing these blocks, in terms of cleansing and also more fundamentally in terms of blocked and failing sewer pipework servicing some facilities – this has particularly been the case with the facilities at Beach Road, Wells-next-the-Sea and The Leas in Sheringham.

2.5 In addition, there are increasing expectations around the provision of accessible toilets for people with a variety of disabilities and conditions, as well as demands for specialist Changing Places facilities with hoists for people with severe disabilities. At its meeting of October 2017 the Cabinet stated that it would wish to try to provide a Changing Place facility in each of the District's seven principal towns – either directly or in partnership with a private provider or the third sector, so as to meet this specialist need and increase the attraction of the District to all visitors.

2.6 There are also growing demands for gender-neutral toilets and the Council has made provision of such units in new toilets provided at Cromer West Promenade and Sheringham East Promenade, allowing easier maintenance and servicing as it is possible to close a single cubicle unit rather than a whole block in the event of vandalism, blockage, flooding etc.

2.7 Sadly some public convenience facilities are subject to mis-use including vandalism and anti-social behaviour, despite attempts at target hardening facilities and restricting opening hours of the facilities where such incidents occur. At other locations, such as a number of facilities in Cromer and the Station Approach toilets in Sheringham, the

Council and local partners (ie North Norfolk Railway) have incorporated public conveniences within other tourist facilities, which has reduced levels of vandalism through increased levels of oversight and allowed a higher standard of provision to be maintained.

- 2.8 However, the biggest challenge in providing a high standard of provision, particularly regular cleansing and servicing, is the cost of the servicing contract, where there are some issues of choice for the Council in terms of the contract specification. This contract would not generally allow the same standard of provision to be maintained compared to similar facilities in pubs, supermarkets and tourist attractions, as it is not considered possible to staff all the facilities operated by the Council, whatever the level of aspiration by the Council to improve the standard of provision. Some local authorities have introduced staffed facilities or charges in order to maintain a good quality public toilet service, but it is not believed that this would be a sustainable position in North Norfolk across a large number of facilities with differential levels of use based on location, season etc. The Council's position at this time therefore is to consider the extent to which it can improve the quality of the facilities through adopting new design features, improved cleansing regimes and reviewing opening / closing arrangements and hours, as detailed in Section 4 below.

### 3.0 Current service costs:-

- 3.1 The cost of the public convenience service to the Council over the past three years is shown in the table below, and the budget for 2018/19 is £722,000; including capital charges and support service costs.

#### Public Convenience Expenditure

	2015/16	2016/17	2017/18
	£000	£000	£000
Annual Cost including Capital and Internal Support Charges	669	653	707

- 3.2 The current public convenience cleansing contract is fulfilled by Kier, as part of the wider waste, recycling and cleansing contract let by the Council. The public convenience element of the contract involves the opening and closing of public conveniences on a daily basis and includes fault reporting which is then either dealt with by the Council's own internal maintenance team or contracted out to local suppliers as required under the guidance of the Property team.
- 3.3 The Property team is currently in the process of tendering for a package of small-scale works, which would help to pick up issues with public conveniences if there are capacity issues, or the scale of works is too large for the team internally.
- 3.4 Prior to Cabinet advising that they wished to see investment made in the quality of the public convenience provision, the Asset Strategy Manager had proposed commissioning condition surveys of the entire public convenience portfolio, in order to inform future asset management, maintenance and investment priorities. A tender document has been prepared to invite suitably qualified contractors to undertake surveys of all of the

Council's public convenience assets, which it was proposed would inform a future five-year investment programme to update our facilities.

- 3.5 An ongoing cost which the authority incurs in respect of public convenience provision is the cost of business rates for what are essential public facilities. Officers would therefore propose that the Council lobbies the Government regarding the possibility of business rate charges being removed from public conveniences.

#### **4.0 Future service delivery options:-**

- 4.1 In wishing to see the provision of improved public conveniences across the District a number of options could be considered by the Council, including:-

- Improving the physical environment of the existing public conveniences through the provision of better hand-driers, soap dispensers, mirrors, pegs for bags / coats, air-fresheners – involving some additional costs
- Increase cleansing / servicing frequency through new contract specification. This would be at an increased cost to the Council
- Electronic closing – estimated investment cost of £100,000; but saving of approx. £50,000 per annum as contractors would not need to visit each block to open and lock up each day. Installation of such equipment would also allow monitoring of the levels of use of each block, potentially informing future investment programme / new build provision or closure of facilities.
- Consider the introduction of charges at some or all sites – many other high-profile tourist areas have introduced charges to maintain or improve the quality of public convenience provision – Lake District, Cornwall, Scarborough Borough Council, Highland Council on Loch Ness. Charges could be introduced at a small number of high use facilities which offer a high quality “staffed” facility; but this is not seen as a sustainable proposal in wishing to see improved quality provision across the whole of the Council's public convenience portfolio.
- Out-source the operation of some facilities to town and parish councils – many local authorities have passed responsibility for the future provision of public conveniences to local communities and town and parish councils – some involving asset transfers, others under service level agreements. However, it is not believed that economies of scale would be realised under such an arrangement and therefore this option has not been considered further at this time, given the Cabinet's aspiration to see improved provision across the District as a whole.
- Update stock – either through internal refurbishments or development of new facilities which, through design, are easier to clean and maintain through modern flooring, wall and cubicle panels; reduced use of tiles; new sanitary-ware with limited visible piping and servicing etc. Such a programme of investment would also allow introduction of passive lighting and environmental measures to reduce costs.
- The Council restates its commitment to either direct or supported provision of Changing Place facilities in each of the District's principal towns in a location, which is served by public parking and accessible to main attractions and retail areas.

## 5.0 Provisional programme of improvements

5.1 With a portfolio of 39 public conveniences it will clearly not be possible for the Council to take forward a comprehensive programme of improvements to all its facilities at the same time based on capacity and cost. Some prioritisation of works will therefore be required and it is suggested that the Council makes a commitment to deliver a programme of improvements over a five-year period.

5.2 Initial Phase 1 proposals are therefore detailed below:-

- **re-provision (rebuild/remodelling) of the following facilities:-**
  - **Stearmans Yard, Wells-next-the-Sea** – this currently dated block of toilets is located in the centre of the NNDC Stearmans Yard public car park. The District Council operates three public convenience facilities in Wells-next-the-Sea, all of which are now quite dated and unable to meet the increased numbers of users / tourists visiting the town. Both the Beach Road and Newgates Lane facilities occupy constrained sites; whilst the Stearmans Yard site is a principal point of arrival for many visitors to the town and redevelopment of these facilities through a new build proposal could incorporate new and increased provision, as well as a Changing Place facility which the District Council previously suggested providing close to The Maltings complex. However, this proposal was not supported by Wells Town Council and the District Council has responded to these concerns by proposing to incorporate such a facility in the proposed provision of new toilets on the Stearmans Yard car park which provides dedicated Blue Badge parking spaces and can provide relatively safe, level access to the quay, Staithe Street and The Buttlands.
  - **Lusher's Passage, Sheringham** – this currently dated block of toilets is located in the centre of Sheringham towards the northern end of the High Street, set back a short distance from the central promenade area and close to amusement arcades, ice-cream shops and tourist shops. Other public convenience facilities in Sheringham exist on Station Approach (operated by the North Norfolk Railway); The Leas (West Promenade) and the East Promenade. Re-provision/re-modelling of these well-used central facilities through demolition of the existing building and redevelopment with a new building would provide better space utilisation on this constrained site at the centre of the town's tourist area.
- **Significant upgrades (to include re-modelling of facilities within the existing buildings) of the following facilities:-**
  - Queens Road, Fakenham
  - New Road, North Walsham
- **A programme of modest refurbishment (to include deep clean of facilities, upgrading of lighting and internal and external redecoration, provision of new signage) of the following facilities:-**
  - Coast Road, Bacton
  - Coast Road, Walcott
- **Provision of new or significantly improved facilities at West Runton Beach Access and Cart Gap, Happisburgh as previously proposed as part of the Deep History Coast initiative.**

**6.0 Financial Implications and Risks:-**

- 6.1 While £600,000 is a significant amount to invest in a non-statutory service there is an expectation from residents and visitors alike that there is good provision of public conveniences across the District.
- 6.2 However, this level of investment will see a significant improvement to a number of public convenience facilities provided by the Council across the District and will have a beneficial impact in terms of ongoing revenue costs and reactive works, which are far more costly by their very nature than planned works. The improved facilities will be more efficient to operate and there are opportunities outlined within this report, such as the automatic closing, that can be considered in the future in terms of further efficiencies. It is therefore recommended that these works be funded through the Invest to Save Reserve.
- 6.3 There is a risk that if the Council does not invest in these assets that the buildings and facilities will continue to deteriorate leading to increased responsive maintenance costs, undermining the Council's reputation and ambition as a quality tourism destination of choice.

**7.0 Sustainability:-**

- 7.1 It would be proposed that any development of new build facilities or major refurbishment of existing facilities would incorporate sustainable development principles of passive lighting, low water and energy use, reducing the ongoing revenue costs associated with the service.

**8.0 Equality and Diversity:-**

- 8.1 It would be proposed that any development of new build facilities or major refurbishment of existing facilities would incorporate enhanced provision of inclusive facilities such as improved accessible toilets (including Changing Places facilities in each of the District's principal towns); gender-neutral facilities and baby-changing facilities.

**9.0 Section 17 Crime and Disorder considerations:-**

- 9.1 It would be proposed that any development of new build facilities or major refurbishment of existing facilities would incorporate features designed to reduce vandalism and anti-social behaviour often associated with public toilets.

**BUDGET MONITORING REPORT 2018/19 – PERIOD 4**

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of July 2018.

Options considered: Not applicable

Conclusions: The overall position at the end of July 2018 shows an underspend of £218,877 to date for the current financial year on the revenue account, this is currently expected to deliver a full year underspend of £353,027.

Recommendations: **It is recommended that:**

- 1) Cabinet note the contents of the report and the current budget monitoring position;**
- 2) Cabinet agree to the release of £400,000 from the Capital Projects Reserve to fund the required works to the pier;**
- 3) Cabinet agree to waive Standing Orders to allow UK Industrial Services to undertake the required works to the pier**

Reasons for Recommendations: To update Members on the current budget monitoring position for the Council.

**LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

*(Papers relied on to write the report and which do not contain exempt information)*

System budget monitoring reports

Cabinet Member(s) Cllr Wyndham Northam	Ward(s) affected
Contact Officer, telephone number and email: Duncan Ellis, 01263 516330, <a href="mailto:Duncan.ellis@north-norfolk.gov.uk">Duncan.ellis@north-norfolk.gov.uk</a>	

**1. Introduction**

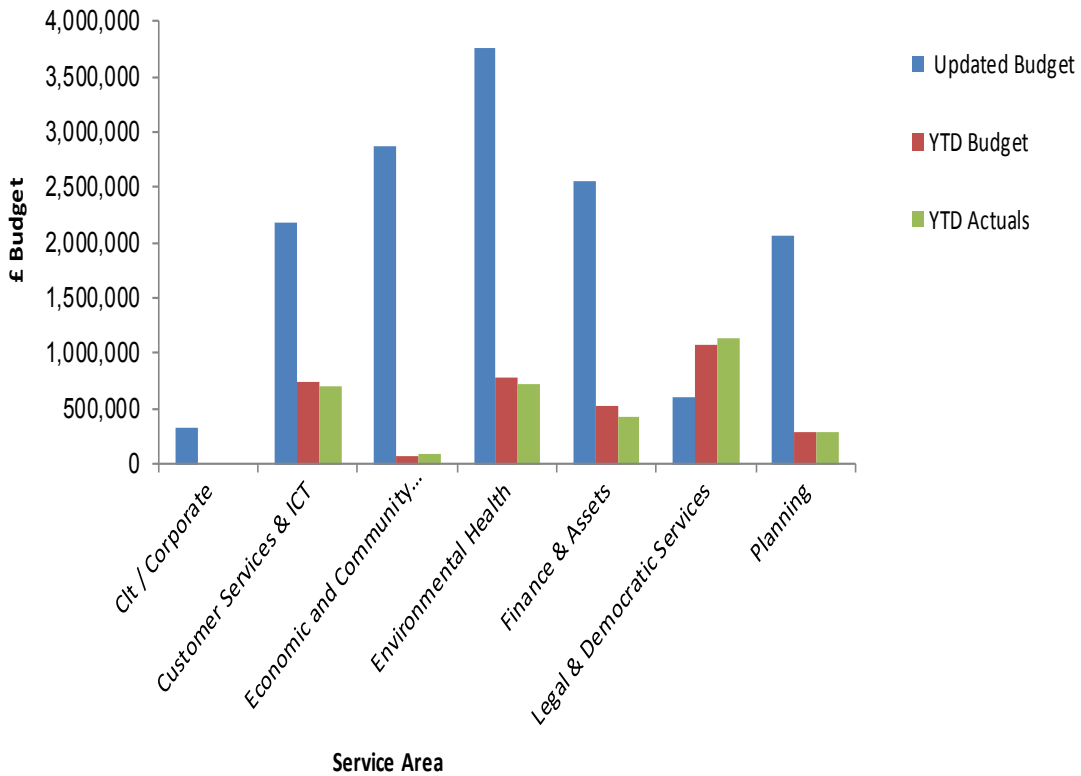
This report compares the actual expenditure and income position at the end of July 2018 to the Updated budget for 2018/19. The Original Base Budget as agreed by Full Council in February 2018 has been updated by approved budget virements.

- 1.2 The base budget for 2018/19 included savings and additional income totalling £710,065 to be delivered in the year. Section 3.1 of this report includes an updated position on the delivery of these.

**2. Budget Monitoring Position – Revenue Services**

- 2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position at 31 July 2018 which shows a year to date variance of £218,877 underspend against the updated budget. Of the underspend £140,391 is in relation to the service variances. Graph 1 below illustrates these variances per service area and Appendix B provides further details of the individual service variances. A net £78,486 underspend is in relation to non-service expenditure against the profiled budget. Details of these variances are included within section 4.

**Graph 1 - Variance by Service area**



- 2.2 Variances are reported against the updated budget in the Councils General Fund Summary as show in Appendix A. Any budgets and reserves affected will be updated accordingly.

- 2.3 The following table shows the over/underspend to date for the more significant variances; this is compared to the updated budget.

<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>£</b>	<b>£</b>
<b>Economic and Community Development</b>		
<b>Car parking</b> – (£29,493) car park income higher than anticipated; this has been offset by increased costs including car park signage and business rate payments. The increased business rate costs will be funded from the business rates reserve and will not result in a full year effect.	16,433	0
<b>Markets</b> – £14,614 of the year to date variance relates to increased business rates, this will be funded from the business rates reserve. Market pitch rental is down against the budget but no full year effect is being forecast at the moment.	20,580	0
<b>Sports Centres</b> – (£82,109) Provision in relation to 2017/18 hall hire for which invoices have not yet been received. This has been offset by purchases relating to equipment and stock.	(72,142)	0
<b>Housing Strategy</b> – The current monitoring position shows a favourable variance of (£17,468) in relation to receipts received under the Councils VAT sharing agreement with Victory Housing Association. No full year effect has been included as any surplus will be met by an increased contribution to the Capital Projects reserve. The balance relates to a vacant post within the establishment.	(28,247)	(10,000)
<b>Customer Services and ICT</b>		
<b>Benefits Administration</b> – There are currently two vacant posts within the establishment, recruitment will take place in due course to fill these positions, although turnover is likely to result in a favourable full year effect of £15,000.  A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and will be offset by increased expenditure.	(64,362)	(15,000)
<b>Homelessness</b> – The current position shows increased expenditure in relation to homelessness prevention support of £26,627 including temporary	(20,389)	0



<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	£	£
<p>accommodation costs and rent deposits. This is offset by benefit subsidy, client receipts and grant income.</p> <p>Contributions totalling £32,564 have been received from Norfolk County Council in respect of Rough Sleeping, Homelessness and Community support.</p>		
<p><b>Digital Transformation</b> – The year to date variance reflects staffing costs which will be funded from identified savings as part of the digital transformation programme. The budget will be updated to reflect the impact of these savings and additional growth.</p>	19,257	0
<b>Environmental Health</b>		
<p><b>Waste Collection and Disposal</b> – The main variances contributing to the current position are as follows; (£52,608) Commercial waste disposal, (£67,487) Kier contract payments. Of this almost £50k relates to accruals made at the year end and actual invoices received being lower. (£18,615) Additional income from recycling credit provisions made in 2017/18. £12,200 relates to a provision for a recharge for procurement costs.</p> <p>There is likely to be a full year effect saving of £50k. However, this could be offset by lower garden bin tonnage due to the continued dry weather and as such no firm commitments are being made at this stage. This will be reviewed again at period 6.</p>	(129,043)	(50,000)
<b>Finance and Assets</b>		
<p><b>Admin Building Services</b> – £18,320 repair and maintenance at Cromer office which includes carpeting and flooring, removal and installation of lighting columns, air conditioning units in the IT server room and reprographics; £5,380 fire damage repairs at the Fakenham office. These works will be funded from the Asset Management Reserve.</p> <p>There is an outstanding service charge relating to 2017/18 which has not yet been settled.</p>	36,832	0
<p><b>Property Services</b> – The variance at period 4 is attributed to a number of smaller items including, additional staffing costs and professional fees.</p>	18,784	15,000

<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>£</b>	<b>£</b>
<b>Corporate and Democratic Core –</b> The saving currently showing on this budget head is in relation to employee costs and bank charges.	(15,386)	(10,000)
<b>Planning</b>		
<b>Development Management –</b> (£7,061) Employee costs. £7,167 Enforcement Works, which will be funded from the Enforcement Board Reserve.  £59,643 Planning application fee income down; this reflects lower applications received than in the same quarter of 2017/18 - this has been partially offset by income received in relation to pre-application advice. No full year effect has been flagged but the position will continue to be monitored and an update provided as part of the period 6 reporting position.	61,366	0
<b>Conservation Design &amp; Landscape –</b> £29,491 Conservation area appraisals, part of identified funding of £50k to be funded from the General Reserve.	26,602	0
<b>Building Control –</b> Building Control fee income up against the profiled budget - as a self-financing service this current surplus will continue to be monitored and the position adjusted through the Building Control Earmarked Reserve.	(16,595)	0
<b>Property Information –</b> As part of the budget process the Land Charge fee income budget was reduced to reflect the anticipated transfer of some functions to the Land Registry during 2018/19.  This is now unlikely to happen this financial year; any net surplus will be transferred to the Land Charges Earmarked Reserve as part of the year end process.	(24,737)	0
<b>TOTALS</b>	<b>(171,047)</b>	<b>(70,000)</b>

### 3 Budget Monitoring Position – Savings and Additional Income

- 3.1 The budget for 2018/19 includes savings and additional income totaling £710,065. The detail for each of these savings is included at Appendix D. Table 2 below summarises the current position for each of the work streams compared to the budgeted position. This position will continue to be monitored and an update will be provided as part of the period 6 monitoring report.

<b>Table 2 – Savings and Additional Income Budgeted Target for 2018/19 split by work stream</b>	<b>2018/19 Base Budget</b>	<b>2018/19 P4 Monitoring Position</b>	<b>2018/19 Movement from the Base Budget at P4</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Growth – New Homes and Business Rates	0	0	0
Digital Transformation	(110,569)	(110,569)	0
Property Investment and Asset Commercialisation	(160,996)	(160,996)	0
Shared Services and Selling Services	(45,410)	(26,800)	20,000
Collaboration and Localism	0	0	0
Maximising Income and Reducing costs	(93,211)	(93,211)	0
Other Efficiencies and Savings	(299,879)	(247,305)	52,574
<b>Total</b>	<b>(710,065)</b>	<b>(638,881)</b>	<b>72,574</b>

#### **4 Non Service Variances to Period 4 2018/19**

##### **Investment Interest**

- 4.1 The interest budget for 2018/19 anticipates that a total of £1,158,300 will be earned from treasury investments and interest on a loan to Broadland Housing Association. Overall an average balance of £35.1m is assumed, at an average interest rate of 3.3%.
- 4.2 At the end of period 4, a total of £376,688 had been earned, resulting in a shortfall against the year to date budget of £10,468 (the interest receivable figure on the General Fund Summary includes deposit account interest of £181 and car loan interest of £220 bringing the total interest receivable figure to £377,089 and the year to date variance to £10,892). The average rate of interest achieved was 2.58% from an average balance available for investment of £43.7m. At the year-end this would result in a shortfall against the budget of £23,763. The investment balance is forecast to be above budget but against this the interest rate achieved looks likely to be below the budget figure, based on what has been achieved to period 4.
- 4.3 A total of £26m has been invested in pooled funds which are valued at £27.6m at the end of period 4. Most of the gain is attributed to the LAMIT Pooled Property Fund which is worth £1.6m above the £5m originally invested. The funds investing in equities are currently performing better than the bond funds, which is why the Council has a balanced portfolio with a diverse range of funds investing in different instruments. The Council can expect the valuation of its pooled investments to continue to be volatile, but this is in line with expectations when the investments were placed. The risks inherent in the volatile nature of these investments are mitigated as the Council intends to hold them for the long term.

#### **4.7 Retained Business Rates**

There is a favourable variance as at period 4 of £52,460 under the Business Rates Retention Scheme.

The 2018/19 budget was prepared before the NNDR1 was completed which identified an expected additional income of £281,303 above the amount included within the base budget. This equates to £93,768 up to the end of period 4. This variance is reduced by £41,665 which is the amount outstanding from MHCLG in respect of 2017/18 grants which will be paid by the year end, plus a small adjustment in respect of the 2017/18 tariff amount, to arrive at £52,460.

There is a favourable variance at period 4 of £35,599 in respect of the tariff payable to the Ministry of Housing Communities and Local Government (MHCLG). The calculation of the tariff amount for 2017/18 has been revised by MHCLG as a result of revised data from the Valuation Office Agency on the change in rateable values between rating lists. This will result in an additional amount of tariff being payable for 2017/18 resulting in no variance at the year end.

By the end of the year the adjustment to equal the NNDR1 figure will be £281,303. In addition, changes to the NNDR3 figure for 2017/18 following the audit of the Statement of Accounts identified an additional £68,074 in Section 31 grant income. This however will be reduced by an additional levy payable to the business rate pool of £42,704.

Using the period 4 forecasts of reliefs and business rate income, the Section 31 grant income figure compensating the Council for various reliefs to business introduced by the government is forecast to increase by £85,820. The tariff paid to the Business Rate Pool is forecast to increase by £13,129.

The Valuation Office Agency continues to provide limited information on appeals but the effect on the surplus/deficit position on the general fund of any under or over provision made in the Accounts will not impact until 2019/20 due to accounting practices.

The NHS Trust's application for mandatory rate relief continues to work its way through the legal processes, and any impact on the Council cannot be determined at this time.

Overall the forecast is for an additional income under the Business Rate Retention scheme in 2018/19 of £379,364.

## **5 Budget Monitoring Position – Summary**

5.1 The following table provides a summary of the full year projections for the service areas.

<b>Table 3 - Summary of Full Year Effects 2018/19</b>	<b>Estimated Movement From Updated Budget £</b>
Service Areas (Table 1)	(70,000)
Investment Interest	23,763
Business Rates	(379,364)
Savings and Additional Income	72,574
<b>Total</b>	<b>(353,027)</b>

## **6 Budget Monitoring Position – Capital**

- 6.1 Total Capital expenditure amounted to £1,132,855 across all projects in the first quarter of 2018/19. Members were provided with an updated Capital Programme for both the current and future years as part of the 2017/18 Outturn Report to Cabinet in June 2018. The Capital Programme has been updated to reflect changes agreed in the first quarter of 2018/19 and can be found at Appendix C. Since the last report to Cabinet the following changes have been made:
- 6.2 Kiosk Improvements – This budget was removed due to the works having been carried out by the tenant rather than NNDC.
- 6.3 Cromer Pier – At the meeting of 3 July 2017 Cabinet approved a rolling programme of survey works, with a detailed initial survey to be undertaken followed by annual top up surveys to better inform future maintenance requirements, budget requirements and works programming. The first years detailed survey has now been completed by the Hemsley Orrell Partnership (HOP) and has identified works of around £900k.

There is already a capital budget established of £275k to undertake various works to the theatre roof and these works have been provisionally scheduled in with Openwide at the start of the next calendar year ahead of the shows starting again in March 2019. However, the structural engineers have recommended that it would be best to schedule the works to the steel structure underneath the theatre area ahead of any works to the theatre roof itself to minimise the risk of any deflection or movement to the roof.

HOP have reviewed the required works and estimated that works under the pier area (to include the decking) total around £350k, so allowing for fees (estimated at 10%) and a small contingency, a capital budget of around £400k is recommended to complete this element of the works.

HOP have advised that with the lead in times for the steel and arranging contractors that it would be necessary to undertake a shortened procurement process in order to get the works completed before January 2019, this would then allow for the theatre roof works to progress as currently programmed. There is however still a risk that, due to weather or other unforeseen issues,

that the works under the pier take longer than expected which could then still impact on the roof works. However the works to the structure could be scheduled so that the key supporting works were undertaken first thereby reducing and mitigating the risk of any delays to the roofing element.

Due to both the timescales and the specialist nature of these works officers are recommending that a direct appointment is made to UK Industrial Services (formerly FPE Global) who have undertaken a number of works on the pier for us previously, including helping the Council to recover from the storm surge damage in both 2013 and 2017. They operate by rope access as opposed to using scaffolding erected underneath the pier which can be extremely costly and is also vulnerable to damage from the winter storms. HOP are undertaking a piece of work to ensure that any price provided by UK Industrial Services for these works represents value for money by comparing their last tender submission to the current market position taking account of inflation, steel prices etc.

There is an option to defer the works to next year but this would also mean delaying the theatre roof works as well which would then mean not completing these works until 2020 and it isn't a case of if these works are undertaken but when so there is little point in delaying them and it is therefore recommended that Cabinet approve the suggested approach outlined above.

## **7 Conclusion**

- 7.1 The revenue budget is showing an estimated full year underspend for the current financial year of £353,027. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

## **8 Financial Implications and Risks**

- 8.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.
- 8.2 The Original base budget for 2018/19 included service savings and additional income totalling £710,065; these are largely still on target to be achieved although there is currently an anticipated full year shortfall of £72,574, The progress in achieving these will continue to be monitored as part of the overall budget monitoring process and where applicable corrective action will be identified and implemented to ensure the overall budget remains achievable.
- 8.3 The estimated outturn shown in Table 1 will continue to be monitored during the year and where applicable will be transferred to reserves.

**9 Sustainability** - None as a direct consequence from this report.

**10 Equality and Diversity** - None as a direct consequence from this report.

**11 Section 17 Crime and Disorder considerations** - None as a direct consequence from this report.

**RECRUITMENT UPDATE**

Summary: This report contains an update on recruitment at the Council, with particular reference to 'hard to fill' roles.

Options considered: This report is for information and does not contain any decision items.

Conclusions: The report concludes that generally, our recruitment campaigns are successful and appointments are made in a timely manner. However, the Council is aware of the corporate risk regarding our ability to recruit, particularly in 'hard to fill' roles. A number of actions have been taken to address this in both Planning and IT. IT is now fully resourced and whilst Planning recruitment remains a challenge, the Council is taking steps to address this in both the short and long term.

Cabinet Member(s)	Ward(s) affected
Cllr John Lee	All Wards
<p>Contact Officer, telephone number and email:</p> <p>Sally Morgan, HR Manager.                  Email: <a href="mailto:sally.morgan@north-norfolk.gov.uk">sally.morgan@north-norfolk.gov.uk</a>                  Phone: 01263 516 352</p>	

## **1. Introduction**

1.1 Members of the Overview and Scrutiny Committee requested a recruitment update regarding 'hard to fill' roles. In particular, the Committee are interested in IT and Planning roles.

1.2 This update covers:

- Recent recruitment performance in general and in 'hard to fill' areas
- Actions taken regarding 'hard to fill' Planning roles

## **2. Recent recruitment performance**

2.1 Overall recruitment performance

In the 12 months 01/08/2017 – 31/07/2018, the Council has advertised 56 vacancies. Three vacancies were re-advertised, due to being unable to successfully fill first time.

It is recognised that our geographic location limits our catchment pool of candidates and this is a contributing factor to our ability to recruit. However, generally speaking, the Council is able to recruit; with 50 of these 56 vacancies filled successfully.

Whilst 6 posts were not filled from the first advert, only 2 remain as true vacancies. It should be noted however, that the recruitment process for one of those roles is ongoing and due to conclude imminently. Alternative solutions were sought in order to fill the gaps for other roles, more detail on this will be outlined below.

The general view - anecdotally speaking - is that the reputation of the Council as an employer and the flexible working practices we offer are pivotal to that success.

The average 'time to fill' a vacancy at the Council is only 56 days<sup>1</sup> compared to an average of between 70 – 98 days across all sectors<sup>2</sup>.

2.2 Recruitment to IT roles

Of the vacancies advertised, 10 were IT roles. All of these were filled successfully (albeit with one post holder yet to start).

The IT team is recognised as critical to our digital transformation and continuous improvement agenda. Reflecting this, Members approved additional resource for the team to enable them to support the delivery of those ambitions.

Initial vacancies in IT were filled via successful internal promotions. This meant there were additional roles to back-fill, inflating the overall number of vacancies, but this also demonstrates the development and progression opportunities which we have provided to our employees.

Whilst there may have been historic issues with recruitment to IT roles, when the recently recruited GIS Support Officer starts in October, the team will be fully

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<sup>1</sup> Time to hire data has been recorded for the last financial year 01/04/2017 – 31/03/2018. This data is a measurement of the time it has taken between an advert being opened and the successful candidate commencing in post. Please note, the time to hire data is inclusive of notice periods.

<sup>2</sup> According to *Key Recruitment Analytics 2018*, Xpert HR.



resourced. This is partly down to a creative approach taken to filling gaps and developing talent where it is not possible to recruit at an experienced level. Included here is the recruitment of 2 graduate apprentices, both of which will be retained within the IT team at the end of their apprenticeships.

Whilst there is no current resourcing issue in IT, it is prudent to note that there is a general underlying corporate risk regarding our ability to fill these (and other) roles should they become vacant again. It should also be noted that 7 employees in IT are on fixed term contracts largely funded through the digital transformation programme. The fixed term nature of the contracts reflect the transformational nature of the work required and the dynamic context of the IT sector.

### 2.3 Recruitment to Planning roles

Of all the vacancies advertised, 12 were Planning roles. However, because two of these were re-advertised, in reality there were only 10 vacant posts. Five of these were filled successfully, two vacancies remain (although one process is yet to conclude) and three were converted to trainee roles. This decision was taken based on the pool of talent available and with a view to provide a level of support to the team whilst developing future talent.

Whilst this is a positive step toward addressing the long term skills gap, the current issue is recruiting at an experienced level in the Planning team.

In the relevant period (01/08/2017 – 31/07/2018) only one offer made was not accepted. The candidate was due to relocate and indicated that the reason they did not accept was because their partner no longer wished to relocate. One further candidate withdrew their application for health reasons.

The two vacant roles remaining are Senior Planning Officers - one in Development Management and one in Major Projects. However, there is one interview outstanding for these roles, therefore one role may be filled imminently. The section below will focus on the actions taken so far and to be taken to address both the immediate need and the longer term supply of Planning professionals.

## 3. Actions taken regarding “hard to fill” Planning roles

There is a long recognised national skills shortage in Planning. The national context is compounded for us in North Norfolk by our geographical location. Whilst we are currently running with only two Planning vacancies, there is an ongoing risk - any turnover at the more experienced levels of the profession could be problematic to address.

The Council has therefore needed to consider short term action to recruit and retain experienced Planning resource and long term action to close the skills gap.

### 3.1 Actions taken to close the skills gap in the long term

The Council has taken steps to address this over the years by taking degree students in their placement years and training Planners through a career graded Trainee Planner post. The latter allows post holders to gain on the job experience as well as supporting them through their RTPI Masters qualification.

This is something that the Council continues to do, with three student Planners starting their Masters qualifications in September 2018. This is proactive but does require a degree of commitment from our current qualified Planners to support these students in their learning and development.

Consideration has also been given to utilising apprenticeships as a method to attract new talent into Planning. The Council is on the whole very supportive of apprenticeships (with 10 Apprentices in post at the time of writing) but is reliant on appropriate frameworks being in place. A technician (entry) level apprenticeship for Planning is now available, but the Institute of Apprenticeships has not yet approved the higher (degree) level apprenticeship standard.

A decision was taken by the previous Head of Planning not to pursue the apprenticeship route. This is supported by the new Head of Planning on the basis that at present, with three Trainee Planners in the department, there is not the resource available to support a further trainee post at this time.

### 3.2 Actions taken to recruit and retain in the shorter term

A wide range of actions have been taken over the last 3 years to address short term recruitment and retention issues, particularly at an experienced level. These include:

- Reviewing the pay for Planning roles against other Local Authorities in Norfolk – NNDC was in the middle of the range and has since introduced 'golden hello' payments to boost the overall package.
- The introduction of 'golden hello' payments – a £2,500 payment upon commencing employment and £2,500 upon completion of a years' service. Employees are required to repay some or all of the payment if they leave within 2 years.
- The introduction of retention payments for Team Leader and Management level positions which are deemed 'hard to fill'. We have not received any new resignations at this level since these payments were introduced.
- Advertising vacancies with explicit reference to our relocation package in order to widen the pool of candidates. As with the 'golden hello' payment, employees in receipt of a relocation package are then tied into 2 years of employment.
- Revising job titles so that they were more meaningful and attractive to external applicants. Specifically, moving from Planning Officer Level 1 & 2 to Planning Officer and Senior Planning Officer.
- Trialling different recruitment methods, including a separate external microsite and advertising locations via a 'jobs board' provider. Whilst these methods did not prove successful, we are now in a position to consider what other options are available utilising the skills and experience of our colleagues in HR and IT, as well as seeking further advice from our external advertising agency.

- Introduction of a rolling Senior Planning Officer advert – a constant presence on our external website in case of a speculative job seeker. This has led to one successful appointment to date and a further candidate is currently being considered.

### 3.3 Next steps

In addition to the actions above, the Council is also currently taking, or planning to undertake, the following:

- Managers in Planning, including the new Head of Planning, have been asked to create/boost their 'Linked In' presence to grow their network. This means that at the point we have a vacancy it can be shared with that network and the information is more likely to reach a wider audience of both passive and active job seekers. We can also raise the profile of our organisation through sharing of good news stories and key projects via this channel.
- Planning Managers are currently reviewing adverts and approaches taken by other authorities to see if we can learn anything/improve our own approach.
- The rolling advert will continue to be used and is currently live on our website.
- Creating an NNDC hosted microsite or dedicated 'landing page' for Planning career information and advertisement of vacancies. This is currently under development
- Consideration of a targeted recruitment campaign to focus on the geographical area where candidates are likely to qualify for a relocation package, but are close enough to be familiar with the area and to appreciate the benefits of living and working within North Norfolk.

Whilst our preference is to directly employ staff to establishment roles, should we find that there is an urgent resource requirement, the business case for a contract resource as a short term solution could be reviewed. There is no current intention to use contractors or consultants, but it is an option which could be considered.

Finally, the HR team are reviewing the Council's approach to recruitment and working with IT to improve our current application process. The aim is to make it easier to apply online and to be kept up to date with our current vacancies.

## 4. Conclusion

The recruitment performance data for the last 12 months shows that generally, the Council is successful in filling our vacant roles within a short timeframe as compared to benchmark data.

The Council is mindful of the risk of not being able to recruit the resources needed to deliver and this is reflected on the Corporate Risk register. We are taking action to develop a sustainable pool of talent via apprentices and other trainee roles. There

has been particular success in IT using this approach. The reality in Planning is that it will be a number of years before we can fully reap the benefits of this investment.

The immediate concern is to appropriately resource the Planning department and a number of actions have been taken over recent years to do just that in terms of recruitment and retention. That said, the national and local context continues to provide us with a challenge but one that we are aware of and actively responding to.

## **5. Implications and Risks**

The Corporate Risk register already captures the risk of an inability to recruit in a general sense. This report does not identify any new risk but outlines the actions taken to minimise and mitigate that risk, particularly in 'hard to fill' areas.

## **6. Financial Implications and Risks**

This report does not outline any specific financial risks or implications.

## **7. Sustainability**

There are no environmental sustainability implications arising from the report.

## **8. Equality and Diversity**

Whilst there are no direct references to Equality and Diversity within this report, all recruitment decisions are made upon the basis of merit and in line with Equality and Diversity obligations.

## **9. Section 17 Crime and Disorder considerations**

There are no Section 17 implications arising from the report.

## **Asset Management Working Group – Egmere Enterprise Zone**

### **Recommendations**

#### **Egmere Enterprise Zone Primary Recommendations:**

- 1) The Asset Management Working Group recommends that Cabinet do not progress with the proposed plans for Egmere Enterprise Zone.

-The recommendation was reached on the basis that:

- a. Whilst the AMWG is fully supportive of the need for economic development in the district and accepts the fact that public money is required to this end, there is little substantive evidence to suggest that the site would generate additional job creation or economic development. In contrast, it is apparent that the project in its current form would purely act to relocate jobs already based in North Norfolk.
  - b. The rate of return in the worst case scenario of a single tenant on the site would equate to a significant loss of investment income at an estimated 1.62%, whilst the comparative average rate of return from the treasury management fund is approximately 3%, as such this would be contrary to the NNDC Asset Management Plan.
  - c. The location of the site means there is limited supporting infrastructure such as major road links that may limit the ability of NNDC to attract new tenants to the site.
- 2) Head of Finance and Asset Management to establish the payback period in the worst case scenario of securing a single tenant for the site to compare against the 22 year payback period representing the best case scenario.

#### **Egmere Enterprise Zone Secondary Recommendations:**

If the Cabinet makes the decision to approve plans for the Egmere Enterprise Zone the Asset Management Working Group proposes the following recommendations:

- 1) That the Egmere Local Development Order (ELDO) be immediately renegotiated to remove the restrictions put in place limiting the site's benefits to offshore wind energy businesses only.
- 2) A communications plan to be established that justifies NNDC's reasons for choosing to spend £15k per annum (including an annual rent increase) on a private land lease lasting 99 years (with a minimum contract of 15 years) unless the lease is otherwise sold. This must be taken into consideration alongside the issues that were raised by the similar private land lease arrangements of NNDC's Gypsy and Traveller sites.
- 3) Expression of interest is submitted to the EZ Accelerator Fund to explore the potential for the development of an additional unit.

## **BEACH HUTS & CHALETS TASK & FINISH GROUP**

**Minutes of the meeting of the Beach Huts and Chalets Task & Finish Group held on Wednesday 11<sup>th</sup> July 2018 in the Corporate Directors Office at Council Offices, Holt Road, Cromer at 10.00 am**

**Members Present:** Ms J English  
Mr M Knowles (Chairman)  
Mr B Smith

**Also attending:** None.

**Officers in Attendance:** Mrs M Collis - Property Project and Programme Manager  
Mr M Stembrowicz - Democratic Services & Governance Officer  
Mr R Young – Head of Economic and Community Development  
Miss S Reeves – Property Services Surveyor

### **1. APOLOGIES FOR ABSENCE**

Apologies were received from Cllr A Fitch-Tillett.

### **2. MINUTES**

The Minutes of the last meeting held on 6th June 2018 were signed as a correct record by the Chairman.

### **3. DECLARATIONS OF INTEREST**

None.

### **4. UPDATES**

The Chairman asked Officers to provide updates on the current situation of NNDC's beach huts and chalets.

#### Questions and Discussion

The Head of Economic and Community Development notified the group that the online booking system would go live at the end of the month. He stated that the bookings system would enable the customer to choose which hut or chalet to hire, pick the dates of their stay, and pay online. It was also suggested that the system would provide information on key dates and guidance on where to collect keys.

It was agreed that the current system of key collection was not ideal, with keys only being available to collect from the NNDC offices. A suggestion was made that the Tourist Information Centre in Cromer would be the best location for key collection, as it had the longest opening hours in the area. It was agreed that the Property Project and Programme Manager would pursue this.

The Property Project and Programme Manager stated that feedback forms would now be left for customers in both the beach huts and chalets. She added that with forthcoming price increases, bookings taken prior to the budget being agreed would allow customers to book at the (potentially) cheaper rate. The Head of Economic and Community Development stated that it had been deemed unnecessary to wait for the finalisation of the budget to go live with the online booking system, as prices could be changed online on an ad hoc basis. He also suggested that the online bookings systems could be advertised alongside special events. The Property Project and Programme Manager stated that the annual license system also needed to be made available online.

The Head of Economic and Community Development informed the group that funding had been applied for to improve accessibility and provide electricity to the Edwardian chalet block in Cromer.

Cllr B Smith stated that beach huts in Scotland had been made accessible to disabled customers by supplying beach friendly wheelchairs, and suggested that this may be worthy of consideration. The group responded positively to the suggestion and the Head of Economic and Community Development suggested that the Council could look to purchase similar equipment in the near future.

The Property Project and Programme Manager referred to the toilet blocks along the district's seafront noting that no toilets were available at Weybourne or on Overstrand sea front questioning if provision of these was critical to expanding or creating new beach hut sites. Some toilets had restricted opening times but these could be extended to provide increased access to facilities for beach hut customers. She added that at present, each toilet block cost the Council £16 per day to keep open. The Chairman questioned if an extension of opening hours would be necessary. The Head of Economic and Community Development replied that in more remote areas toilets would need to be built in order to support the creation of new hut sites. The Property Project and Programme Manager asked the group whether they felt that two toilets were enough for Overstrand and the group agreed that they felt it was adequate.

### **Resolved**

**Property Project and Programme Manager to discuss the key collection from Cromer Tourist Information Centre proposal with service area to implement.**

## **5. STRATEGY**

A strategy guide had been included in the agenda for review by Members of the group. It laid-out the various suggestions that had been made for the future of the Council's beach huts and chalets.

### Questions and Discussion

The Property Project and Programme Manager informed the group that some changes outlined in the strategy would be easier to implement, whilst others may require a business plan. The first item identified was the need to set targets for weekly lettings. It was agreed that weekly lets would be available to book up to eighteen months in advance on the basis that this would allow ample opportunity for bookings to be made for the following season. The Head of Economic and Community Development assured the group that the bookings system and support would be sufficient to cope with the demand. He added that marketing would be key

to the success of weekly bookings, and the offer must improve before it can be marketed effectively. Cllr J English asked for an explanation of the targeted correspondence noted in the weekly lettings strategy. The Property Project and Programme Manager explained that this would involve providing more information to customers regarding their lettings.

The Chairman asked how feedback would be received from customers renting the beach huts and chalets. The Head of Economic and Community Development stated that feedback forms would be left in the beach huts and chalets that included a satisfaction questionnaire. The Property Services Surveyor suggested that customer information be captured from the forms to create a mailing list, offers could then be sent-out to encourage repeat bookings. The Chairman asked if these forms would be returned by the customer when returning their keys. The Property Project and Programme Manager confirmed that this would be the preferred method of collection. The Head of Economic and Community Development suggested that in future this form could be placed online with the bookings system, but at present it was best to start with a physical copy in the huts and chalets.

The Property Project and Programme Manager suggested that gift vouchers could be included in the marketing plan. The Head of Economic and Community Development added that it may be possible to place links to the booking system on other tourism and accommodation sites such as the visit North Norfolk website. Cllr J English asked if it would be possible to add information on the beach huts and chalets to other tourist attraction leaflets.

The Head of Economic and Community Development reminded the group that there was no budget available for the rejuvenation of the beach huts besides basic maintenance. The Chairman stated that he was aware of the small budget allocated for maintenance and improvement of the huts and chalets, but suggested that if income improved with clear evidence of an increase in revenue, then it would be possible to invest money back into the huts and chalets. The Head of Economic and Community Development confirmed that this would be a virtuous circle that would allow for an evolution of the offer available to customers through continuous investment. Cllr J English suggested that the feedback questionnaire could include a question on the quality of the huts. The Head of Economic and Community Development suggested that wine or a souvenir tea towel could be left for guests in order to increase customer satisfaction. The Property Project and Programme Manager warned the group that investment would not be automatic, and could not therefore be expected. The Chairman agreed that the group must first prove that there is a case for investment.

It was agreed in response to a proposal by the Property Project and Programme Manager that doubling the income of weekly lets was a reasonable target given their current low occupancy levels. Cllr B Smith suggested that a two year test period should be allowed to achieve this target, in order to allow time for revenue increases to become apparent. The Head of Economic and Community Development questioned whether gradual improvements to the huts and chalets should be made, or whether basic maintenance would be preferred. It was agreed that the group would recommend the creation of a beach huts and chalets budget to improve investment with an aim to increase bookings. The Chairman suggested that an annual review would be required to monitor expenditure and return on any investment. The Head of Economic and Community Development agreed and stated that an annual review could also be used to monitor the progress of the five year strategy, but highlighted that this would require a capital improvements or increased revenue budget to be established. The Chairman suggested that it would be clearer what funds were available for a budget by next year.



The Head of Economic and Community Development informed the group that the Art Deco block remained vacant and needed a suitable use to be arranged such as enhanced beach huts or holiday lets. Cllr B Smith asked whether the block could be used for business. The Head of Economic and Community Development stated that the properties team had looked at such options through an expression of interest process, but there had not been any interest. Cllr J English asked hypothetically, if the holiday let option were to be pursued, would they be managed by an agent or the Council. The Property Services Surveyor replied that the service could be provided either in house or by an agent. The Head of Economic and Community Development suggested that earlier actions would be required to evaluate options for such outsourcing. The Property Projects and Programme Manager suggested that this would be especially relevant if the proposed weekly let targets were not met.

The Property Services Surveyor stated that some Councils offered 25 year leaseholds on their huts and chalets with the relevant authority receiving approximately ten to fifteen percent of the sale price when sold, and added that this would be fairly easy to implement. The Property Project and Programme Manager questioned how maintenance would be managed if such a policy was put into place. The Property Services Surveyor replied that the Council could have its responsibility for maintenance written into the lease, with a pre-determined maintenance fee to be paid to the Council. It was explained that leasehold contracts would result in the Council receiving a Capital Sum for the sale of the property, then a yearly ground rent fee. Cllr B Smith suggested that this would be a similar process to holiday time-share apartments. The Chairman asked for clarification of the price that huts could be sold for and how long a lease would be advised, then suggested that twenty-five years might be suitable. The property Services Surveyor suggested that an initial leasehold price could be for example £20k, with an annual ground rent fee of £200. The Chairman then asked who would control the sale of the lease. The Property Services Surveyor replied that the owner would have to approach NNDC to consider its contractual options, then the Council would take a percentage of its sale price. The Property Projects and Programme Manager stated that this type of contract would be easier to implement on new sites, as there would be no waiting list to consider. She added that Waveney District Council now charged £600 to transfer similar leases. The Property Services Surveyor suggested that it may be helpful to complete an assessment on the potential profitability of the plan.

The Property Projects and Programme Manager questioned whether premium licenses that permitted sub-letting would be a viable option. The Property Services Surveyor advised that this would be very difficult to implement, manage and police. Cllr J English questioned how this format of letting would affect insurance. The Property Services Surveyor warned that it could invalidate insurance policies because there would be no contractual link with the sub-letters, then advised the group not to pursue this option as a result. The Property Project and Programme Manager suggested that if the huts were sold then the Council would not be able to stop sub-letting from taking place. The Head of Economic and Community Development suggested that tenants could be asked to insure their huts themselves to avoid the issue, but recognised that if the Council were to permit sub-letting, it would essentially be competing against itself. The Property Project and Programme Manager explained that in regards to strategy, the group would need to explain why it did not accept certain possibilities such as sub-letting. The Property Services Surveyor made clear to the group that if there was a market for sub-letting, there was a market for weekly lets, and NNDC should capitalise on this. The Property Projects and Programme Manager reminded the group that weekly lets could not be offered everywhere unless more on site staffing resources were found, and noted that this would raise costs. The Chairman acknowledged that sub-letting would be very

difficult to implement and should therefore be avoided. The Head of Economic and Community Development suggested that it might be possible to approach Hotels to help market the beach huts and offer a small percentage of the revenue for their assistance.

The Property Projects and Programme Manager Moved to the annual lettings strategy and asked for thoughts on five year licences. The Property Services Surveyor suggested that the move to five year licenses would cut down on admin, and added that a mutual annual break could be included to allow for those that did not want five year licences to effectively carry-on as before. The Chairman suggested that at the end of the five year license there would be no guarantee of contract renewal, and maintaining annual price increases would allow the Council the opportunity to address the market value of its huts and chalets. The Property Project and Programme Manager advised the group that prices had not been raised substantially for some time, and justification would need to be given for standardised price increases. The Head of Economic and Community Development asked if there were any downsides to five year licenses, to which the Property Services Surveyor suggested that rule changes would be difficult to implement without a contract end. She added that it would be possible to change the break rules, which for example would allow the Council to check and/or change rent rates every three years. The group agreed that the best option was to offer five year licenses with pricing set to be reviewed on the third year, with existing license holders being given first refusal at the end of their five year licenses.

The Property Projects and Programme Manager added that the process for calculating price increases needs to be as transparent as possible and the pre-prepared pricing matrix would allow for this. The Head of Economic and Community Development suggested that a flow-chart diagram would be useful to help customers understand the pricing arrangement. It was agreed that a table that summarising all considerations of the group would be included the final report

The property Project and Programme Manager stated that she would add the installation of new hut sites to the annual review process and discount the consideration of joint letting options.

The Head of Economic and Community Development stated that the potential options for protecting the huts and chalets would need to be discussed with the Buildings Manager, with an aim to improve resilience rather than mitigate risk. He questioned whether the Council could claim lost income during storms, to which the Property Projects and Programme Manager replied that the excess per chalet was in the region of £1K before a claim could be made.

The Property Project and Programme Manager suggested that the best source of income needed to be determined in case annually let huts and chalets became available for weekly lets, and added that annual let feedback should be pursued similarly to weekly feedback. She added that for an extra cost to the license holder it may be possible to offer electricity to the huts. The Head of Economic and Community Development suggested that this would be a good opportunity for investment.

Cllr B Smith questioned whether overnight stays might be a possibility for the beach huts. The Property Project and Programme Manager replied that it would be a very expensive task to make the beach huts suitable for overnight use and noted that the small size of the huts limited the opportunities for such an option. The Head of Economic and Community Development informed the group that Bournemouth had trialled overnight use of their beach huts with reasonable success, and suggested

that it therefore be considered as an option for the Art Deco block. The Property Project and Programme Manager suggested that elevated huts, such as those above the promenades may be more suitable for overnight stays.

### **Resolved**

**To recommend the creation of a reflective budget increase for weekly let beach huts and chalets to improve investment and income from lets.**

**Recommend target for weekly let huts and chalets is to double the existing income.**

**Property Projects and Programme Manager to include table of all licensing strategy considerations in final report.**

## **6. CHARGES/COSTING**

A decision matrix for calculating beach hut and chalet pricing had been created and was included in the agenda for Members to review.

### Questions and Discussion

The Property Services Surveyor suggested that per m<sup>2</sup> the prices charged by NNDC were comparable with Felixstowe Town Council at approximately £100/m<sup>2</sup>. The Property Project and Programme Manager introduced the costings decision matrix as a means of justifying NNDC beach hut and chalet prices. She noted that desirability of the huts was subjective and its influence on pricing was therefore fairly arbitrary at this stage. The Head of Economic and Community Development asked whether making prices equal across all chalets was worth considering. The Property Project and Programme Manager suggested that the costings matrix was the best means for determining prices as it could demonstrate the process of calculation. The Head of Economic and Community Development agreed that it would provide a rationale for pricing decisions.

The Property Project and Programme Manager explained that she had tested the matrix using information from the proposed East Runton site, and it had given the expected lower price as a result of there being no waiting list, indicating lower demand. She added that she would use the matrix to calculate the projected increase in revenue using the proposed pricing increases. It was noted that the matrix would provide pricing changes if any change in circumstance was introduced. The Property Services Surveyor informed the group that Hunstanton's chalets were priced at £660 for an annual license. The Property Project and Programme Manager explained that the location of huts and chalets was another important factor in terms of final pricing, and added that huts in some locations were less desirable. The Head of Economic and Community Development suggested that a plan of each location with colour coding for letting type could be useful. The Property Project and Programme Manager agreed, and stated that a similar document had already been partially created.

The Property Services Surveyor questioned whether under-performing weekly lets could be changed to annual lets. It was agreed that attempts would be made to improve weekly bookings before this took place.

The Property Project and Programme Manager asked if there was a conclusion from the costings matrix. A proposal to recommend that five year licenses come into force next year from Cllr B Smith was accepted by the group. It was then stated that the

matrix must be used to determine the market price in time for the 1<sup>st</sup> April 2019. The Head of Economic and Community Development asked if the group felt that the market could sustain an increased price for a more desirable offer. The Property Project and Programme Manager suggested that people made the decision to rent huts and chalets largely on the basis of location, and that generally speaking people were happy to pay the stated price for the correct location.

The Chairman noted that most users of the huts and chalets were Norfolk residents, therefore a discount for Council Tax payers would require discounting the majority of all bookings. The Property Services Surveyor stated that research had shown that Tendring District Council had a system with two different charges for locals and visitors from outside of the district. The Head of Economic and Community Development suggested the NNDC could instead safeguard some huts for locals, but added that at present there was little need for this.

The Property Projects and Programme Manager stated that if the price was considered too high or low, the base price of the huts and chalets could be changed but the rest of the matrix would remain the same to take into account the various offerings. The Chairman asked if the group could make pricing recommendations, and the Head of Economic and Community Development confirmed that this would be the case. The Property Projects and Programme Manager informed the group that any pricing projections must exclude VAT for accounting purposes.

It was stated that the budget had allowed for pricing to be set at £500 per hut including VAT, and current license holders had been notified to expect this rate. The Property Services Surveyor suggested that large price increases could be implemented in stages over a two year period. The Chairman stated that chalet license holders had not been informed of the rent increases and they would therefore need to be implemented slowly. The Property Services Surveyor stated that after two to three years everyone would be paying market price for their annual licenses and weekly lets.

The Head of Economic and Community Development suggested that the costings matrix could be used to predict income with 100% occupancy on annual lets, taking into consideration the length of the existing waiting lists. It was clarified that the £25 waiting list charge would allow the applicant to refuse their first offer, but on their second refusal they would drop to the bottom of the waiting list. The Property Services Surveyor advised the group that customers on the waiting list needed to be informed that prices may vary dependent on location. She then asked if customers looking to upgrade their existing hut or chalet would need to go onto a waiting list. It was agreed that a waiting list would not be necessary for customers looking to upgrade, and that swaps between annual license holders would be possible.

## **Resolved**

**Recommend five year licenses replace annual licenses from next year.**

**Recommend pricing matrix to determine prices from 1<sup>st</sup> April 2019.**

## **7. COMMUNICATIONS PLAN**

The communications plan was deferred to the next meeting to allow for the presence of the Communications Team.

## **8. OTHER BUSINESS**

The Property Project and Programme Manager stated that she would have a draft report ready to bring to the next meeting.

**9. DATE OF NEXT MEETING**

The date of the next meeting was agreed for Wednesday 8<sup>th</sup> August at 10.00am.

The meeting ended at 13.05 pm

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Chairman

## BEACH HUTS & CHALETS TASK & FINISH GROUP

Minutes from the meeting of the Beach Huts and Chalets Task & Finish Group held at 10.00am on Wednesday 8<sup>th</sup> August 2018 in Meeting Room 7, Council Offices, Holt Road, Cromer.

**Members Present:** Ms J English  
Mr M Knowles (Chairman)

**Also attending:** None.

**Officers in Attendance:** Mrs M Collis - Property Project and Programme Manager  
Mr M Stembrowicz - Democratic Services & Governance Officer  
Miss Abigail Sanders – Media and Campaigns Officer

### 1. APOLOGIES FOR ABSENCE

Apologies were received from Cllr B Smith.

### 2. MINUTES

The Minutes of the last meeting held on 11<sup>th</sup> July 2018 were signed as a correct record by the Chairman.

### 3. DECLARATIONS OF INTEREST

None.

### 4. UPDATES

The Chairman asked Officers to provide updates on the current situation of NNDC's beach huts and chalets.

#### Questions and Discussion

The Property Projects and Programme Manager informed the group that the online booking system had not yet gone live due to an issue with price changes on the website, but suggested that she was hopeful this issue would be resolved by the end of August. Cllr J English questioned whether the booking system would be live in time to allow for online renewal of annual licenses. The Property Projects and Programme Manager stated that this was a separate system that had yet to be developed. The Chairman suggested that he approved of the online payment system for items such as garden waste bins, but raised concerns that some individuals that did not have access to the internet were unhappy with the switch to an online only service.

On the topic of potential new beach hut locations, the Chairman informed the group that he had received emails from two Councillors that had raised concerns about the proposed locations. On the Weybourne site, Cllr D Young had informed the

Chairman of concerns raised by the Parish Council regarding access to the site via Beach Lane. The Property Project and Programme Manager added that the lack of toilet facilities was also a key concern for the viability of the site. On the potential site at East Runton, Cllr S Bütikofer had informed the Chairman that Runton Parish Council was not convinced by the prospect of having beach huts installed in the area. The Property Projects and Programme Manager added that the Head of Finance and Asset Management had also raised concerns that placing huts on the site could be seen as inflammatory by the owner of the neighbouring caravan site, and NNDC could therefore expect objections if it was progressed. The Chairman asked if the proposed sites would require a planning application. The Property Projects and Programme Manager stated that this may be covered by permitted development but that would need to look into potential change of use. On the proposed East Runton site she advised that further negotiation would be required by the Service Area, if it remained an objective to recommend that new huts be considered in this location.

## **5. DRAFT REPORT**

A Draft Beach Huts and Chalets Report had been produced by the Property Projects and Programme Manager which had been circulated amongst Members of the group and Officers.

### Questions and Discussion

The Property Project and Programme Manager introduced the Report and informed the group that feedback had been received from the Head of Finance and Asset Management, but at this stage no changes or amendments had been received from the Head of Economic and Community Development or the Leisure and Locality Services Manager. It was agreed that their feedback would be sought as soon as possible.

The Chairman questioned why, out of the 122 annually let huts in Cromer, only 115 were occupied, taking into consideration the size of the annual lets waiting list, and asked what was happening with the seven unoccupied huts. The Property Project and Programme Manager replied that this bank of hut sites were situated to the west of the Art Deco block and their letting had been put on hold pending decisions about the adjacent art deco block. The group could consider the future letting of these sites. Ebay was suggested as a potential option for marketing the huts. The Chairman stated he had looked at ebay but not found any for sale and this may suggest that it was not a viable outlet for lettings. It was agreed that this would be too high a risk given the outlay for the huts would be in the region of £2k each. It was also noted that this was likely to cause irritation to individuals on the annual license waiting list. The Property Project and Programme Manager added that investment in some huts could allow them to be divided between weekly and annual lets. The Chairman replied that he would be unsure about allowing them to be let weekly until it could be shown that weekly lets had picked up elsewhere. The Property Project and Programme Manager advised that letting the sites to those on the waiting list would significantly limit options available in the future. It was agreed that three would be let on a weekly basis whilst the remaining four would be annually let. A capital bid would be required for the purchase of the huts. If weekly lettings did not take off these could be let annually or sold to new licence holders.

Cllr J English questioned why there had been a jump in hut and chalet relinquishments in 2017, to which the Property Projects and Programme Manager replied that storm surges and the resulting damage had likely caused individuals to give up their annual licenses. Cllr J English accepted this explanation on the basis

that Cromer and Overstrand had suffered considerable damage as a result of the storms. The Property Project and Programme Manager informed the group that Mundesley huts were routinely moved in winter, and as a result the now twenty year old huts remained in relatively good condition.

Cllr J English referred to the waiting list table on page 10, and asked whether 33 years was a realistic figure. The Property Project and Programme Manager replied that this was the potential maximum wait that had been calculated using the existing rate of relinquishment. She added that in reality, the waiting list would likely move much faster with the proposed new hut sites helping to reduce the waiting lists for annual lets. The Chairman suggested that the waiting list calculation should be labelled as giving an indication of waiting times.

The Chairman referred to page 14 of the report and asked whether the prices for next year had already been set. The Property Project and Programme Manager replied that the prices for hut sites had been proposed and licence holders were aware of the proposal. The Chairman then asked if chalet prices had been fixed for the coming year, to which the Property Projects and Programme Manager replied that these prices had not been considered or set and was an expectation for the group to establish moving forward.

The Property Projects and Programme Manager provided two options for the costings matrix. It was agreed that the revised version gave a more acceptable and understandable representation of how pricing would be calculated and would therefore be the preferred option for setting prices in the future. The Property Projects and Programme Manager stated that it was important to show that the matrix would also allow prices to fall if the desirability and subsequent demand fell. She then asked if the group felt that it was necessary to keep revenue projections in the costings matrix. It was agreed that this information would be an important aspect of the report and would therefore be added to the one page summary for review by the O&S Committee. It was subsequently suggested the matrix be issued to the Committee as an exempt appendix due to its commercial nature.

When discussing the proposed five year licenses, the Chairman clarified that the three year pricing review would take place on a set date for all licence holders regardless of their licence's start and end date. The Property Projects and Programme Manager suggested that to avoid confusion amongst license holders, it might be prudent to provide license holders with two years of prices. She added that the matrix pricing strategy needs to be easy to use, simple to understand and clear about how pricing is justified.

It was agreed that following the discussed amendments, the Head of Economic and Community Development would submit the report to O&S Committee for review, and that a summary section including the recommendations would be attached to the covering report. A draft of the covering report will be brought to the next meeting in September for approval.

## **Resolved**

**Summary/cover sheet to be added before submitting to O&S for review.**

## **6. RECOMMENDATIONS**



It was agreed that final recommendations would be discussed at the September meeting then submitted to O&S Committee in October to be received by Cabinet in December.

## **7. COMMUNICATIONS PLAN**

The Media and Campaigns Officer was in attendance at the meeting to assess issues that required attention in the communications plan.

### Questions and Discussion

On the topic of weekly lets, the Property Project and Programme Manager advised that prices be kept the same for the time being in order to see the effect of the online booking system. She added that the Council were yet to take full advantage of local events to increase bookings on the basis that there had been very little marketing of the huts and chalets to date. Cllr J English stated that knowledge of the weekly let chalets remained very low amongst members of the public. The Property Projects and Programme Manager reminded the group that during peak season the weekly lets occupancy had only reached fifty percent. The Chairman stated that prior to the establishment of the Task and Finish Group, he was unaware that the huts and chalets could be weekly let and this needed to be addressed urgently in the communications plan. He added for the benefit of the Media and Campaigns Officer that from a marketing perspective, annual lets were not an issue as waiting lists were buoyant.

The Media and Campaigns Officer asked if the group had any idea of the particular audiences that needed targeting in the communications plan. The Property Projects and Programme Manager replied that better feedback would be needed to establish the target audience, and added that previous promotions such as forty percent discounts had been very successful, but had not returned many repeat customers. This suggested cost was a key consideration. The Chairman proposed that delegated authority was required so that Officers could offer discounts during quiet periods in order to maximise lettings. Cllr J English agreed and suggested that fifty percent discounts could be offered during bad weather. The Property Projects and Programme Manager advised that the Head of Economic and Community Development or Head of Finance and Asset Management would need to authorise the discounts.

The Property Project and Programme Manager advised that all bookings enquiries being made through a single phone line had not been ideal, alongside a key collection procedure that required customers to visit the Council Offices to collect and drop-off keys out of season. She added that she was in the process of arranging for keys to be available for collection from the Tourist Information Centre (TIC) in Cromer, to allow for collection over the weekend. The Media and Campaigns Officer questioned whether key safes could be used with codes provided to customers, but Cllr J English replied that customers needed to sign for the keys. In addition, the Property Projects and Programme Manager suggested that customers often wished to ask questions about the huts and chalets, and the TIC could offer this service. Cllr J English asked whether it would be possible to book a hut or chalet at the TIC using the on-site computers once the online bookings system was available. The Property Project and Programme Manager stated that this could be possible, but needed to be discussed with Customer Services. She added that a cut-off period would also be required for online bookings, as turn-around time would need to be taken into consideration for cleaning etc.

The possibility of offering daily lets was raised, however the Property Project and Programme Manager informed the group that this would not be possible as resources were not available to manage the logistical issues such as cleaning and key collection. The Chairman referred to the aim of the communications plan, and stated that it was crucial that weekly lets were increased. The Property Projects and Programme Manager reiterated this point, and added that whilst summer events had been missed, it was still possible that the online booking system could be launched alongside advertising for events that are due to take place during the autumn half-term.

The Media and Campaigns Officer asked for clarification on whether weekly hire was available for both huts and chalets, then asked if there were any facilities in the huts. The Property Projects and Programme Manager confirmed there were both huts and chalets available as weekly lets, but internal facilities were limited. She added that the Council did offer some 'serviced' chalets with running water and electricity, but these were limited in number. It was agreed that the current website was not adequate for marketing the huts and substantial improvements were required. The Property Project and Programme Manager asked the group if they felt that the public were expecting more from the huts and chalets offer, to which it was suggested that this information could be gathered from the feedback forms.

The Property Projects and Programme Manager suggested that having the online booking system go live in late summer would allow for a soft launch of the service. She added that it was no longer possible for Officers to take payments over the phone and an automated service needed to be set-up as an alternative.

The Democratic Services and Governance Officer referred to the website and suggested that new photos were required to better market the beach huts and chalets. The Chairman agreed that better photos with blue skies and people were required for any future marketing material. Cllr J English stated that NNDC needed images that showed the fun people can have in the huts and chalets. It was agreed that the Property Projects and Programme Manager would arrange a photo session with the Media and Campaigns Officer.

#### **Resolved**

**Property Projects and Programme Manager to arrange beach huts and chalets photoshoot with the Media and Campaigns Officer.**

**Property Projects and Programme Manager to pursue the use of an automated system for telephone bookings.**

**Media and Campaigns Officer to develop communications plan/marketing strategy for the beach huts and chalets.**

#### **8. OTHER BUSINESS**

It was agreed that an October meeting would be convened only if recommendations from O&S Committee deemed it necessary.

#### **9. DATE OF NEXT MEETING**



The date of the next meeting was agreed for Wednesday 5<sup>th</sup> September at 10.00am.

The meeting ended at 12.20pm

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Chairman

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 August to 31 Oct 2018

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>September</b>					
<b>Cabinet</b>	<b>03 Sep 2018</b>	<b>Budget Monitoring P4</b>	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
<b>Scrutiny</b>	<b>19 Sep 2018</b>				
<b>Cabinet</b>	<b>03 Sep 2018</b>	<b>Fakenham Extra Care Scheme</b>	Sue Arnold	Nicola Turner Housing Strategy & Community Manager 01263 516222	
<b>Scrutiny</b>	<b>19 Sep 2018</b>				
<b>Cabinet</b>	<b>03 Sept 2018</b>	<b>Egmore Business Zone – negotiation of lease terms</b>	Nigel Dixon	Renata Garfoot Estates & Assets Strategy manager 01263 516086	 <b>Possible exempt appendices</b>
<b>Cabinet</b>	<b>03 Sept 2018</b>	<b>Offshore wind farm legal appointment</b>	Sue Arnold	Geoff Lyon Major Projects Manager 01263 516226	
<b>Cabinet</b>	<b>03 Sept 2018</b>	<b>Public Convenience Strategy</b>	Richard Price	Steve Blatch Head of Paid Service 01263 516232	



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 August to 31 Oct 2018

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	03 Sept 2018	Postal & Scanning Team Resources	Becky Palmer	David Williams Customer Services Manager 01263 516415	
<b>October</b>					
Cabinet	01 Oct 2018	Performance Management Q1	John Lee	Helen Thomas Policy & Performance Mgt Officer 01263 516214	
Scrutiny	17 Oct 2018				
Cabinet	01 Oct 2018	Deep History Coast Mammoth Runs	Nigel Dixon	Sandra Portas Project Enabler 01263 516208	
Cabinet	29 Oct 2018	Financial Strategy	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	14 Nov 2018				
Council	21 Nov 2018				
Cabinet	29 Oct 2018	Budget Monitoring Period 6	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	14 Nov 2018				
Cabinet	29 Oct 2017	Treasury Management Half Yearly report	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	14 Nov 2018				



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 August to 31 Oct 2018



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

*\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)*

**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/2019**  
**Annual Work Programme**

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>June 2018</b>				
<b>Scrutiny Council</b>	<b>Overview &amp; Scrutiny Committee Annual Report 2017/18</b>	Karen Ward Emma Denny	Committee to approve and recommend to Council	
<b>Cabinet Scrutiny Council</b>	<b>Debt Management Annual Report</b>	Wyndham Northam Sean Knight	To make recommendations to Council (update item only)	Annual
<b>Cabinet Scrutiny Council</b>	<b>Out-turn report</b>	Wyndham Northam Duncan Ellis	To make any recommendations to Council	Annual
<b>Cabinet Scrutiny Council</b>	<b>Treasury Management Annual Report</b>	Wyndham Northam	To make recommendations to Council (update item only)	
<b>Scrutiny</b>	<b>Market Towns Initiative Working Group</b>	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
<b>Scrutiny</b>	<b>Beach Huts and Chalets Task &amp; Finish Group</b>	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
Scrutiny	Establishment of Asset Management Working Group		To establish a politically balanced Working Group and to agree terms of reference	
<b>July</b>				
Scrutiny 4 <sup>th</sup> July	Local Plan – Scrutiny in a day	Mark Ashwell Sue Arnold	Rapid Scrutiny review to include: <ul style="list-style-type: none"> <li>- challenges to rural businesses</li> <li>- improvement of market towns</li> <li>- progress against the project plan timetable (from a performance management perspective)</li> </ul>	<i>Questioning Skills training will be provided ahead of this session using Local Plan Scrutiny as an example</i>
Cabinet Scrutiny	Performance Management – Annual Report	John Lee Helen Thomas	To make any recommendations to Cabinet	
Cabinet Scrutiny	Digital Transformation Update	John Lee Sean Kelly	<i>To receive for noting only - unless specific issues highlighted.</i>	
Scrutiny	Market Towns Initiative Working Group	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
Scrutiny	Beach Huts and Chalets Task & Finish Group	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	
<b>September</b>				
Scrutiny	HR Recruitment Report	Sally Morgan	Report to inform Committee on NNDC recruitment process in item 8 of September meeting	
Scrutiny	Market Towns Initiative Working Group	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	



<b>Scrutiny</b>	<b>Beach Huts and Chalets Task &amp; Finish Group</b>	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	
<b>Cabinet</b>	<b>Budget Monitoring P4</b>	Wyndham Northam Duncan Ellis		
<b>Scrutiny</b>				
<b>Cabinet</b>	<b>Performance Management Q1</b>	John Lee Helen Thomas		Quarterly
<b>Scrutiny</b>				
<b>Scrutiny</b>	<b>Public Convenience Investment Strategy</b>	Richard Price Duncan Ellis		
<b>October</b>				
<b>Cabinet</b>	<b>Medium Term Financial Strategy</b>	Wyndham Northam Duncan Ellis		Annual – in advance of the Budget setting process for 2019/20
<b>Scrutiny</b>				
<b>Council</b>				
<b>Scrutiny</b>	<b>Budget Monitoring P6</b>	Wyndham Northam Duncan Ellis		
<b>Scrutiny</b>	<b>Treasury Management Half-Yearly Report</b>	Wyndham Northam Duncan Ellis		
<b>Scrutiny</b>	<b>Recycling Rapid Review</b>	Hilary Cox Scott Martin/Steve Hems		
<b>Scrutiny</b>	<b>Beach Huts and Chalets Task &amp; Finish Group</b>	Mike Knowles Maxine Collis	To propose the Beach Huts and Chalets T&F Group Report and recommendations to the Committee	
<b>November</b>				
<b>Scrutiny</b>	<b>Recycling – Scrutiny in a day</b>			
<b>Scrutiny</b>	<b>Market Towns Initiative Working Group</b>	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
<b>Scrutiny</b>	<b>Beach Huts and Chalets Task &amp; Finish Group</b>	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish	

			group	
<b>December</b>				
<b>Scrutiny</b>	<b>Crime and Disorder Update from Superintendent/PCC report on online scams</b>	Matt Stembrowicz	To provide an update to the Committee on policing/crime and disorder in the district	<b>Annual - (place early/first in agenda)</b>
<b>Scrutiny</b>	<b>Managing Performance Q2</b>	John Lee/Helen Thomas		

**Overview & Scrutiny 18 July 2018  
Decision List**

	<b>ACTION BY</b> <i>(Additional comments in italics)</i>	<b>PROGRESS / COMPLETION</b>
<p><u>ITEM 8: CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER</u></p> <p><b>DECISION RESOLVED</b></p> <p><b>Contact Police and Crime Commissioner and the Superintendent for an update on online scams and crime and disorder in the district.</b></p> <p><b>Planning Department to be encouraged to attend future flooding discussions/flooding to be added to Member's briefing list.</b></p> <p><b>Request for HR to provide an update on recruitment for September meeting.</b></p>	<p>Democratic Services and Governance Officer</p> <p>Democratic Services and Governance Officer</p> <p>Democratic Services and Governance Officer</p>	<p>October O&amp;S Committee Meeting</p> <p>September 19 O&amp;S Committee Meeting</p> <p>September 19 O&amp;S Committee meeting</p>
<p><u>ITEM 9: RAPID REVIEW OF THE LOCAL PLAN</u></p> <p><b>DECISION RESOLVED</b></p> <p><b>Recommendations approved to be sent to Cabinet.</b></p>	<p>Democratic Services Manager</p>	<p>Cabinet September 3 2018</p>
<p><u>ITEM 10: DIGITAL TRANSFORMATION UPDATE</u></p> <p><b>DECISION RESOLVED</b></p> <p><b>Written response to be given on how savings figures are proven and verified to be provided by the Head of IT and</b></p>	<p>The Head of IT and Digital Transformation</p>	<p>September 19 O&amp;S Committee Meeting</p>

<b>Digital Transformation.</b>		
<u>ITEM 11: ANNUAL ACTION PLAN 2018/19 AND ANNUAL REPORT 2017/18</u>  <b>DECISION RESOLVED</b>  <b>Update on work of LGA with NNDC following the Council's change to no overall control.</b>	The Head of Legal and Democratic Services	September 19 O&S Committee Meeting
<u>ITEM 12: ASSET MANAGEMENT WORKING GROUP</u>  <b>DECISION RESOLVED</b>  <b>Item deferred to next meeting</b>	Democratic Services and Governance Officer	September 19 O&S Committee Meeting
<u>ITEM 13: BEACH HUTS AND CHALETS T&amp;F GROUP</u>  <b>DECISION RESOLVED</b>  <b>Beach Huts and Chalets Task &amp; Finish Group Draft report to be reviewed at next meeting.</b>	Democratic Services and Governance Officer	September 19 O&S Committee Meeting
<u>ITEM 14: MARKET TOWNS INITIATIVE WORKING GROUP</u>  <b>DECISION RESOLVED</b>  <b>Updated minutes to be circulated to Members once agreed.</b>	Democratic Services Manager	----
<u>ITEM 15: THE CABINET WORK PROGRAMME</u>  <b>DECISION RESOLVED</b>  <b>To note the Cabinet Work Programme</b>	----	----
<u>ITEM 16: OVERVIEW AND SCRUTINY WORK PROGRAMME</u>		

<p><u>AND UPDATE</u></p> <p><b>DECISION RESOLVED</b></p> <p><b>September Rapid Review topic to be environmental services.</b></p> <p><b>To note the Overview and Scrutiny Work Programme.</b></p> <p><b>Democratic Services and Governance Officer to circulate HOSC Work Programme to Members.</b></p>	<p>Democratic Services and Governance Officer</p> <p>----</p> <p>Democratic Services and Governance Officer</p>	<p>September 19 O&amp;S Committee Meeting</p> <p>----</p> <p>September 19 O&amp;S Committee Meeting</p>
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